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FINAL REPORT
(Volume IV)

Author: R.N. Morrison

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with respect to bilingualism
and biculturalism
- Corporate policies and prac-
tices of large manufacturing
firms

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CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO
BILINGUALISM AND BICULTURALISM

VOLUME IV

3.0 CORPORATE PRACTICES OF
LARGE MANUFACTURING FIRMS

24 March, 1966

R. N. Morrison
Graduate School Of
Business
McGill University
Montreal, Quebec.

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LARGE MANUFACTURING FIRMS

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3.0 CORPORATE PRACTICES OF
LARGE MANUFACTURING FIRMS

3.1 TOTAL EMPLOYMENT

3.1.1 All Firms

Table 3.1.1 shows total employment, both wage-roll and salaried, reported by 41 sample firms. The figures are broken down, for each ownership-location group, by region and by per cent French-speaking.

As noted earlier (Table 1.3.3), total employment by all sample firms accounts for 12.4 per cent of all manufacturing employment in establishments employing 15 or more persons in Canada. The comparable figure for the Province of Quebec is 21.4 per cent, and for Quebec and Ontario combined, 13.1 per cent.

Table 3.1.1 shows that 43 per cent of total employment in our sample is French-speaking. The percentage is much higher for firms where the language of ownership is French (FCQ = 93%, ForFrQ = 84%)¹ but, because of their small average size, firms in these two groups employ only 6 per cent of all French-speaking Canadians in the sample. ECQ firms alone account for 50 per cent of all French-Canadian employment, while USQ firms account for 20 per cent and UKQ firms account for 13 per cent. Between them, these three "English-speaking" ownership groups, with head office in Quebec, thus employ 83 per cent of all French-Canadians in the sample.

Turning again to a consideration of the proportion of French-Canadians in total employment of each ownership-location group, we note that the percentage is well above average for ECQ firms, at 58 per cent, and just equal to average for USQ firms, at 43 per cent. The figures are well below average for ECC firms, at 20 per cent, and USC firms, at 14 per cent.

(1) For quicker identification, the code designation of each ownership-location group is used, rather than the full description. Code references are set out in Table 1.3.1, which is repeated overpage for reference.

TABLE 1.3.1

-Repeat-

(Large Firms)

OWNERSHIP-LOCATION CATEGORIES AND CODE DESIGNATION

<u>Code Designation</u>	<u>Description¹</u>
FCQ	French-Canadian owned, with head office located in the Province of Quebec.
ECQ	English-Canadian owned, with head office located in the Province of Quebec.
ECC	English-Canadian owned, with head office located elsewhere in Canada.
ForFrQ	Owned by citizens of foreign, French-speaking countries (such as France, Belgium or Switzerland), with head office located in the Province of Quebec.
UKQ	Owned by citizens of the United Kingdom, with head office located in the Province of Quebec.
USQ	Owned by citizens of the United States, with head office located in the Province of Quebec.
USC	Owned by citizens of the United States, with head office located elsewhere in Canada.

-
- (1) The term "citizen" as used above refers to corporate as well as private citizens. "Ownership" type is based on majority of voting shares.

TABLE 3.1.1

(Large Firms)

TOTAL EMPLOYMENT BY OWNERSHIP-LOCATION GROUP AND BY REGION

FCQ
(Six Firms in Group)

Region Of Employment	Total Number Of Employees	Regional Employment		Employees Whose Mother Tongue Is French	
		Percentage	Percentage	Percentage Of	Percentage Of
		Of Group Total	Of Grand Total	Regional Total This Group	Regional Total All Groups
Montreal	1,272	31	1	92	5
Other Quebec	2,720	66	2	99	6
Atlantic Provinces	25	1	-	22	1
Ontario	58	1	-	2	-
Western Provinces	62	1	-	-	-
Total All Regions	4,137	100	3	93	5

ECQ
(Thirteen Firms in Group)

Region Of Employment	Total Number Of Employees	Regional Employment		Employees Whose Mother Tongue Is French	
		Percentage	Percentage	Percentage Of	Percentage Of
		Of Group Total	Of Grand Total	Regional Total This Group	Regional Total All Groups
Montreal	11,976	19	7	61	33
Other Quebec	29,538	48	18	90	58
Atlantic Provinces	2,042	3	1	26	59
Ontario	12,181	20	7	8	37
Western Provinces	5,723	9	3	2	49
Total All Regions	61,460	100	37	58	50

TABLE 3.1.1

(Large Firms)

-Cont'd-

TOTAL EMPLOYMENT BY OWNERSHIP-LOCATION GROUP AND BY REGION

ECC
(Four Firms in Group)

Region Of Employment	Total Number Of Employees	Regional Employment		Employees Whose Mother Tongue Is French	
		Percentage	Percentage	Percentage Of	Percentage Of
		Of Group Total	Of Grand Total	Regional Total	Regional Total
		<u>%</u>	<u>%</u>	<u>This Group</u>	<u>All Groups</u>
Montreal	1,898	12	1	71	6
Other Quebec	1,393	9	1	90	3
Atlantic Provinces	702	5	-	4	3
Ontario	8,209	54	5	5	15
Western Provinces	<u>3,010</u>	<u>20</u>	<u>2</u>	<u>3</u>	<u>47</u>
Total All Regions	15,212	100	9	20	4

ForFRQ
(Three Firms in Group)

Region Of Employment	Total Number Of Employees	Regional Employment		Employees Whose Mother Tongue Is French	
		Percentage	Percentage	Percentage Of	Percentage Of
		Of Group Total	Of Grand Total	Regional Total	Regional Total
		<u>%</u>	<u>%</u>	<u>This Group</u>	<u>All Groups</u>
Montreal	441	43	-	79	2
Other Quebec	522	51	-	97	1
Atlantic Provinces	5	-	-	-	-
Ontario	41	4	-	5	-
Western Provinces	<u>13</u>	<u>1</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total All Regions	1,022	100	1	84	1

TABLE 3.1.1

(Large Firms)

-Cont'd-

TOTAL EMPLOYMENT BY OWNERSHIP-LOCATION GROUP AND BY REGION

UKQ
(Five Firms in Group)

Region Of Employment	Total Number Of Employees	Regional Employment		Employees Whose Mother Tongue Is French	
		Percentage	Percentage	Percentage Of	Percentage Of
		Of Group Total	Of Grand Total	Regional Total This Group	Regional Total All Groups
Montreal	5,183	28	3	61	15
Other Quebec	7,162	39	4	79	12
Atlantic Provinces	227	1	-	11	3
Ontario	4,840	26	3	2	3
Western Provinces	988	5	1	-	1
Total All Regions	18,400	100	11	49	13

USQ
(Seven Firms in Group)

Region Of Employment	Total Number Of Employees	Regional Employment		Employees Whose Mother Tongue Is French	
		Percentage	Percentage	Percentage Of	Percentage Of
		Of Group Total	Of Grand Total	Regional Total This Group	Regional Total All Groups
Montreal	10,374	31	6	48	23
Other Quebec	11,332	34	7	70	17
Atlantic Provinces	2,055	6	1	15	34
Ontario	9,094	27	6	12	44
Western Provinces	756	2	-	1	4
Total All Regions	33,611	100	20	43	20

TABLE 3.1.1

(Large Firms)

-Cont'd-

TOTAL EMPLOYMENT BY OWNERSHIP-LOCATION GROUP AND BY REGION

USC

(Three Firms in Group)

Region Of Employment	Total Number Of Employees	Regional Employment		Employees Whose Mother Tongue Is French	
		Percentage	Percentage	Percentage Of	Percentage Of
		Of Group Total	Of Grand Total	Regional Total This Group	Regional Total All Groups
		%	%	%	%
Montreal	5,116	17	3	68	16
Other Quebec	1,037	3	1	88	2
Atlantic Provinces	1,650	5	1	-	-
Ontario	18,462	60	11	-	1
Western Provinces	4,562	15	3	-	-
Total All Regions	30,827	100	19	14	6

TOTAL

(Forty-one Firms in Group)

Region Of Employment	Total Number Of Employees	Regional Employment		Employees Whose Mother Tongue Is French	
		Percentage	Percentage	Percentage Of	Percentage Of
		Of Group Total	Of Grand Total	Regional Total This Group	Regional Total All Groups
		%	%	%	%
Montreal	36,260	22	22	60	100
Other Quebec	53,704	33	33	85	100
Atlantic Provinces	6,706	4	4	13	100
Ontario	52,885	32	32	5	100
Western Provinces	15,114	9	9	1	100
Total All Regions	164,669	100	100	43	100

While these figures do give us an idea of the significance of the French-Canadian element in the total labour force of each group of firms, they are biased to the extent that the distribution of employment by geographic region is not the same for all groups of firms. For example, FCQ firms have nearly all their operations in Quebec, while USC firms have quite large plants in other parts of Canada, as well as in Quebec. A "truer" picture of French-Canadian representation in the workforce of each ownership-location group can be had by examining the regional breakdown in each cell, and in particular, those for Montreal and Other Quebec.

The percentage figures for total employment of French-Canadians in the Province of Quebec, all ownership-location groups, follow, more or less, the distribution of French-Canadians in the total population given in census data. For Montreal, the proportion is 60 per cent, and for the rest of Quebec, it is 85 per cent. It is much lower in the Atlantic Provinces, Ontario and Western Canada at 13, 5 and 1 per cent, respectively.

Looking at the same figures by ownership-location group, we note that there is still a significant tendency for French-Canadians to work for French-speaking firms - especially in Quebec outside of Montreal (99% for FCQ, 97% for ForFrQ), but that employment of French-Canadians in this region by English-Canadian firms is also very high (90% for both ECQ and ECC). The lowest proportion is 70 per cent (USQ). As we shall see later, in the section devoted to a closer look at salaried employees, this variation is partly due to the kind of product being manufactured, and the technological and educational requirements imposed by the process.

It is interesting to note, incidentally, that very nearly all French-Canadians employed in the Western Provinces (96 per cent) work for

English-Canadian (ECQ and ECC) firms. Similarly, 96 per cent of French-Canadians employed in Ontario work for ECQ, ECC and USQ firms. In both regions, the percentage for FCQ and ForFrQ firms is zero. For the Atlantic Provinces, only one per cent of French-Canadians coming into the sample work for FCQ firms. ECQ and USQ firms together account for 93 per cent. Both FCQ and ForFrQ firms have operations which employ people in the three regions outside of Quebec, although unlike other ownership groups, they do not have manufacturing plants in the regions. Their employees are, therefore, likely to be salesmen. The other groups, however, do employ some French-Canadians in sales and other functions outside of Quebec, as well as in manufacturing. The conclusion seems to be that French-language firms tend to keep nearly all their French-Canadian employees in Quebec while other groups of firms (though they follow the same overall trend) employ French-Canadians outside of the province to a greater extent. There is an indication here of different practices respecting employee mobility, which we shall pursue further in a later section dealing specifically with this matter as it affects salaried employees earning \$ 5,000 or more per annum.

Turning now to more general comments regarding the size of firms and their contribution to total employment in the sample, we see first of all that the two French-speaking groups (FCQ and ForFrQ) account for only 4 per cent of the total. English-speaking Canadian firms (ECQ and ECC) account for 46 per cent, while U.S.-owned firms (USQ and USC) account for 39 per cent. UKQ firms employ the remaining 11 per cent. Firms owned by Canadians (FCQ, ECQ and ECC) account for 49 of total employment in the sample.

The average size of firms in an ownership-location group, as measured by employment, may account for differences in their policies and practices, and in this regard, it should be noted that the average number of employees per firm in each group is as follows:

TABLE 3.1.2

(Large Firms)

AVERAGE NUMBER OF EMPLOYEES PER FIRM
BY OWNERSHIP-LOCATION GROUP

<u>Ownership-Location</u>	<u>Average Number of Employees Per Firm</u>
FCQ	690
ECQ	4,730
ECC	3,810
ForFrQ	375
UKQ	3,680
USQ	4,810
USC	10,290
TOTAL SAMPLE	4,020

3.1.2 National and Regional Firms

Employment totals for all ownership-location groups is shown broken down between "National" and "Regional" firms in Table 3.1.3.

We have defined "Regional" firms as those which confine all their operations (except branch sales offices) to the Province of Quebec and bilingual-bicultural areas adjacent to it. "National" firms are those which employ a significant number of people in other parts of Canada as well as in Quebec. This distinction is made with a view to examining whether a firm's policies and practices are different if all of its

employees live in a bilingual region (Regional firms), or if some employees live in a bilingual region and some in unilingual-English regions (National firms).

The detailed examination is carried out in later sections, but Table 3.1.3 gives a general idea of the background as determined by the relative mix of French- and English-speaking employees.

In the sample, National firms are dominant, as indeed they are in the Quebec manufacturing sector as a whole. Of the 41 firms participating in this project, 25 (61 per cent) are National, and they account for 78 per cent of total employment. The average number of employees per firm in the sample as a whole is 4,020. In National and Regional firms, the comparable figures are 5,130 and 2,260, respectively.

The percentage of French-Canadians in the total workforce, as shown in Table 3.1.3 is, of course, much higher in the case of Regional firms (80 per cent) than National firms (33 per cent), reflecting the sample selection criteria noted above. Employment by Regional firms in Ontario, which is 50 per cent French-Canadian, is mainly concentrated in areas of that province where the proportion of French-Canadians is relatively high. Also, there are no ECC or USC firms in the Regional sample.

It is when we look at employment in Montreal and Other Quebec that the difference becomes even more marked. In Montreal, the percentage of total employment which is French-Canadian is 66 per cent in the case of Regional firms and 57 per cent in the case of National firms. Comparable figures for employment elsewhere in the Province of Quebec are 90 per cent and 81 per cent. The proportion of French-Canadians is higher than in Montreal in both cases, but the difference between the two groups of

TABLE 3.1.3

(Large Firms)

TOTAL EMPLOYMENT BY REGION FOR "REGIONAL" & "NATIONAL" FIRMS

National

(Twenty-five firms in group)

Employees Whose Mother Tongue
Is French

Region Of Employment	Total Number Of Employees	Regional Employment		Percentage Of Regional Total This Group	
		Percentage Of Group Total	Percentage Of Grand Total	Percentage Of Regional Total This Group	Percentage Of Regional Total All Groups
		%	%	%	%
Montreal	23,112	18	14	57	100
Other Quebec	31,944	25	20	81	100
Atlantic Provinces	6,664	5	4	13	100
Ontario	51,787	40	31	4	100
Western Provinces	<u>15,019</u>	<u>12</u>	<u>9</u>	<u>1</u>	<u>100</u>
Total All Regions	128,526	100	78	33	100

Regional

(Sixteen firms in group)

Employees Whose Mother Tongue
Is French

Region Of Employment	Total Number Of Employees	Regional Employment		Percentage Of Regional Total This Group	
		Percentage Of Group Total	Percentage Of Grand Total	Percentage Of Regional Total This Group	Percentage Of Regional Total All Groups
		%	%	%	%
Montreal	13,148	36	8	66	100
Other Quebec	21,760	60	13	90	100
Atlantic Provinces	42	-	-	13	100
Ontario	1,098	3	1	50	100
Western Provinces	<u>95</u>	<u>-</u>	<u>-</u>	<u>1</u>	<u>100</u>
Total All Regions	36,143	100	22	80	100

Total

(Forty-one firms in group)

Employees Whose Mother Tongue
Is French

Region Of Employment	Total Number Of Employees	Regional Employment		Percentage Of Regional Total This Group	
		Percentage Of Group Total	Percentage Of Grand Total	Percentage Of Regional Total This Group	Percentage Of Regional Total All Groups
		%	%	%	%
Montreal	36,260	22	22	60	100
Other Quebec	53,704	33	33	85	100
Atlantic Provinces	6,706	4	4	13	100
Ontario	52,885	32	32	5	100
Western Provinces	<u>15,114</u>	<u>9</u>	<u>9</u>	<u>1</u>	<u>100</u>
Total All Regions	164,669	100	100	43	100

firms is still significant. We would conclude the scope of operations does make a difference in those policies and practices which affect hiring at least.

3.2 SALARIED STAFF

The major part of this project, as it affects employment, is devoted to an examination of the situation respecting salaried staff earning \$ 5,000 per annum and over. The general pattern of total employment, as set out in Section 3.1, is unquestionably of great importance in any consideration of the effects of business on society generally, and it is also useful to us here in providing a background against which we can look at the policies and practices of any firm or group of firms. Nevertheless, we have focussed attention on salaried staff for a number of reasons.

The first is that, to a large extent, wage-roll and junior clerical employees are drawn principally from the local labour market. Patterns of ethnicity and mother tongue of these people are thus more likely to reflect regional differences rather than differences in business practices. Higher-income salaried employees, on the other hand, are more mobile. It is much more likely that they will be hired on the basis of particular education, or technical or managerial skills which they may possess, rather than because they are available locally. Once hired, they are much more likely to be moved to different posts in various company locations.

Secondly, the particular policies and practices which a firm may pursue are to a large extent devised, developed and implemented by its managers. It is true that these people do not operate in vacuo - the way in which they carry on the company's business is bound to be affected (and properly so) by outside influences such as market conditions, government control and social institutions. But the way in which policy-makers perceive, interpret and react to these outside influences may reflect their ethnic background and mother tongue as well as personality, experience and

education, and this part of which we have set out to examine. People working in middle management and supervision, or in technical or professional occupations, have a smaller part to play in the development of policies, but they carry them out, and to a large extent they determine practice. Also, these are the people who may eventually rise to senior management positions, and an examination of the characteristics of these groups may give us the basis for a forecast of how things may develop in future years.

Finally, supervisory, management and professional people often play a leading role in community life as well as in business. These are positions (and income levels) toward which young people, especially university students, aspire. If attention is to be focussed on language and ethnicity, it would be interesting to enquire what the characteristics of higher-income salaried staff, as a group, are, and how they may be changing.

Our study of this part of the workforce is basically a measure of stocks and flows, and it comprises three parts:

3.2.1 the current status

3.2.2 recent hiring

3.2.3 mobility¹

3.2.1 The Current Status

This section deals with an analysis of employees in sample firms who earn \$ 5,000 per annum and over. It is designed to measure patterns of representation of French-Canadians and English-Canadians (more precisely, all

(1) Unfortunately, we were unable to obtain information on people who had resigned from employment in sample firms. Such data would have provided us with a more complete measure of changes which are occurring.

Canadians except those whose mother tongue is French) by income level, function and geographic region in firms in each ownership-location category. In addition, measures are made of the degree of bilingual ability which is required by the job in each case, and an estimate is made of the "language of business" by work location.

The necessary data, which are representative of conditions existing in mid-1964, were made available to us by 36 firms, representing all ownership-location categories. Total employment by these firms comprises some 73 per cent of total employment by all 41 firms in the basic sample.

Using data collected in a special survey, "Earnings and Hours of Work in Manufacturing, 1964," conducted by the Labour Division of the Dominion Bureau of Statistics, estimates were made by region of the total number of people employed in manufacturing and earning over \$ 5,000 per annum. A comparison of sample data with this total is shown in Table 3.2.1. Reference to Table 1.3.3 (which relates to total employment at all income levels) shows that this sample, although slightly smaller proportionately, is similar with respect to percentage representation by region. Further, due mainly to the fact that the present sample is restricted to large firms, coverage of employees in Quebec earning over \$ 5,000 per annum has suffered less than the factor based on total employment (73 per cent) would indicate. For this province, coverage is 91 per cent of the percentage figure based on total employment (19.5% vs 21.4%).

TABLE 3.2.1

(Large Firms)

EMPLOYEES EARNING \$ 5,000 P.A. AND OVER

EMPLOYMENT IN SAMPLE FIRMS COMPARED WITH
TOTAL EMPLOYMENT IN MANUFACTURING₁

<u>Region</u>	<u>Total¹ Employment</u>	<u>Sample (36 Firms)</u>	<u>Sample As Per Cent of Total</u>
Quebec	61,300	11,955	19.5
Ontario	103,400	5,413	5.3
Total Quebec & Ontario	164,700	17,368	10.6
Canada	180,700	19,888	11.0

Because of the complexity of the tabular data collected, and because we wish to focus attention on trends and comparisons rather than absolute numbers, we have felt it preferable to present our findings in chart form. Throughout the following section, a standard chart format has been employed, and all distributions have been converted to percentages. The method of interpreting the first chart, discussed below, will therefore apply to all following charts.

Chart 1.0.0.0 shows results pertaining to the total sample. As shown in the legend at the bottom of the page, this represents 36 firms employing 19,888 people earning over \$ 5,000 per annum. The word "Total" on the line marked "Sample" indicates that both National and Regional firms are included here. Whenever either of these categories is being considered separately, indication will be given on this line.

(1) Estimated from data given in D.B.S. 72-204, "Earnings and Hours of Work in Manufacturing, 1964."

The other three dimensions of analysis, namely Ownership-Location, Region and Function, are shown in the legend as well, although they are also represented in the chart numbering code.¹ The code and the category breakdowns are as follows:

CHART NUMBERING CODE

1. 0. 0. 0

Function

- 0. All
- 1. Manufacturing
- 2. Marketing, including Sales & Advertising
- 3. Personnel
- 4. Engineering and Research & Development
- 5. Finance & Accounting
- 6. Public Relations
- 7. Purchasing
- 8. "Other," not specified above

Region

- 0. All
- 1. Metropolitan Montreal
- 2. Quebec, excluding Montreal
- 3. Four Atlantic Provinces
- 4. Ontario
- 5. Four Western Provinces
- 6. Elsewhere

Ownership-Location²

- 0. All
- 1. FCQ
- 2. ECQ
- 3. ECC
- 4. ForFrQ
- 5. UKQ
- 6. USQ
- 7. USC

Sample

- 1. All Firms
- 2. National Firms
- 3. Regional Firms

-
- (1) For these charts, the prefix numbers representing the section of the report, have been omitted for the sake of brevity. The prefix would, of course, be 3.2.2 for all charts.
 - (2) For a full description of these categories, refer to Table 1.3.1.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.0-0.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

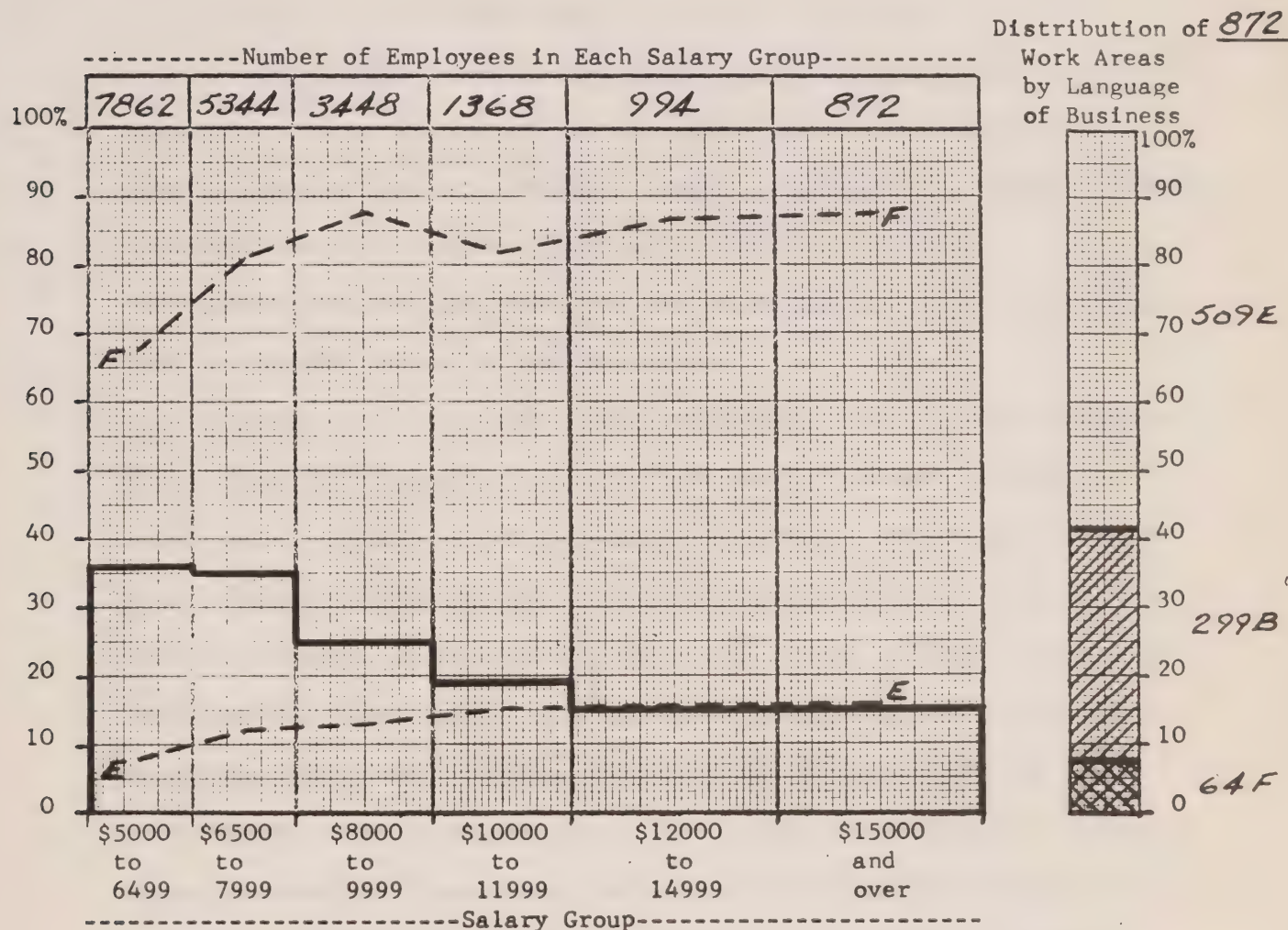
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location ALL

Number of Firms 36 Total Number of Employees 19888

Region ALL

Function ALL

The bar chart at left is labelled to show the percentage of French-speaking employees in each of the following annual salary groups:

\$ 5,000 to 6,499	(\$ 1,500 increment)
6,500 to 7,999	(\$ 1,500 increment)
8,000 to 9,999	(\$ 2,000 increment)
10,000 to 11,999	(\$ 2,000 increment)
12,000 to 14,999	(\$ 3,000 increment)
15,000 and over.	

The total number of employees in each salary group is shown in the appropriate box at the top of the bar chart (one box for each salary group). This is the only indication which is given of the distribution of total employment by salary. This distribution is not charted.

The heavy solid line shows how the percentage of French-Canadians in total employment varies by salary group.

In reading this chart for total employment, therefore, we would see first (from the figures at the top of the chart) the way in which the total number of employees in the sample (19,888) is distributed by salary group. The percentage of employees whose mother tongue is French within this distribution is given by the bar chart. Thus, of 7,862 people earning between \$ 5,000 and \$ 6,500 per annum, 36 per cent, or 2,830, have French as their mother tongue. Similarly, of 872 people earning over \$ 15,000 per annum, 14.6 per cent, or 127, have French as their mother tongue (percentage figures are rounded to the nearest full number for plotting). Classification of employees as French-speaking or English-speaking was done by appropriate officers of responding firms on the basis of "mother tongue or language of greatest fluency, if mother tongue is neither French nor English."

The two dashed lines superimposed on each chart show the bilingual requirement on French-speaking and English-speaking employees in each salary group. Again, determination of the bilingual requirement was made by the firms themselves in answer to the question, "What is the percentage of employees in each (salary level - mother tongue) group for whom bilingualism is an essential job requirement?" Note that it is not bilingual ability which is being measured here (evaluation of this would be, we believe, too subjective and could vary considerably between firms or even within a firm depending on what criteria any particular evaluator may have in mind), but bilingualism as part of a job specification. Admittedly, the criterion which we selected is not completely objective, but it does have the merit of focussing attention on the firm's practices first, and then, on the requirements the job makes on the individual, rather than the other way around. It should be kept in mind, however, that job specifications are seldom so rigid that they do not change slightly to reflect the abilities (and disabilities) of the individuals who carry out those jobs.

In reading Chart 1.0.0.0, we see that, in the lowest salary group, the bilingual requirement on French-speaking employees is 68 per cent. This means that, of the total number of employees whose mother tongue is French (2,830, as noted above), 68 per cent, or 1,924 people, must be bilingual in order to fulfill the requirements of their jobs. We refer to this as "the bilingual requirement on French-Canadians." In the same income group, the similarly-defined "bilingual requirement on English-Canadians" is 8 per cent - affecting 403 people whose mother tongue or language of greatest fluency is English.

The narrow bar chart at the right gives a rough measure of the

"language of business." It will be seen from the questionnaire (Appendix I) that in Question 2.1.2, which is the source of all the data used here, firms were asked to give information broken down by functional area within each geographic region. Against each "regional - function" cell, provision was made for showing what language or languages are used in the transaction of business. What we have defined as a "Work Area," therefore, involves both function and location. Thus, a firm with its head office in Montreal might operate eight work areas in that region, corresponding to the eight functional areas designated on the questionnaire. If it also operates a manufacturing plant and a sales office in Toronto, the total number of work areas would be ten. If the firm has a sales office in Fort William as well as in Toronto, however, the number of work areas would still be ten, because both sales offices are in the same designated region. Also, a manufacturing plant employing a thousand people and a branch sales office employing five would each count as one work area. Our measure is therefore a very rough one, indeed.

The total number of work areas (872) is shown in the heading above the bar chart, while the chart itself indicates that in about 7-1/2 per cent of these (64 work areas), the language of business is French, and in about 58-1/2 per cent of these (509 work areas), the language of business is English. In the remaining 34 per cent (299 work areas), both languages are used. In all charts, the percentages, reading from the bottom up, apply to French, Bilingual and English, in that order. The percentage French is double-hatched, percentage bilingual is single-hatched and percentage English is not cross-hatched.

Interpretation of these figures depends to a large extent on the

purposes (and predisposition) of the reader. The answer to the obvious question, "Are French-Canadians under-represented in higher positions in industry?" cannot be given unequivocally, although we do note that the percentage of French-Canadians is low and that it falls as salary level increases.

Much of this report is devoted to examining whether there are factors operating within the system which prevent French-Canadians from reaching the upper levels of management, but we have seen that there are external factors at work as well, and there seems to be some evidence of their effect in our charts. As Mr. Charbonneau points out in his article on the changing status of the businessman in French-Canadian society (Section 2.1.2), social pressures did, in the past, discourage French-Canadians from entering larger business firms at all. (We should, therefore, look for "over-representation" in other professions, such as law, the clergy and the Quebec civil service, to test the effect of these pressures.)

In seeking to determine why the percentage represented of French-Canadians falls off as income (and presumably, level of managerial responsibility) increases, we can consider two sets of factors, one external and one internal, although we cannot say what the relative importance of each may be. Considering the effect of external factors, we would note that, on the whole, managerial staff at the upper salary levels have been working for a longer time, and the make-up of this group reflects the patterns of choice and habit of French- and English-Canadians vis-à-vis work in large firms which were current ten, twenty or thirty years ago. We would thus expect that, over future years, the whole curve would shift across the chart from left to right, bringing about a corresponding in-

crease in the percentage of French-Canadians in upper-income groups as people now at work in more junior positions are promoted through the ranks. Continuing changes in social attitudes, insofar as they affect the rate of entrance of younger people into industry, should also bring about an increase in the percentage of French-Canadians in the lower-income groups. Our study of hiring experience (Sections 3.2.2 and 3.5.1) will test this hypothesis.

Among the most important factors operating inside the system are those relating to educational requirements imposed on professional and supervisory staff by changing technology. Dr. Armstrong's article (Section 2.5) examines this aspect, and it attempts to determine whether, given the same educational qualifications, there remains a difference in the "success patterns" of French- and English-Canadians. Any difference could be a function of bilingual ability, resistance to mobility, or prejudice. In short, Dr. Armstrong found no significant difference one way or the other, although his study also indicates that, at upper educational levels, French-Canadians are likely to have considerable bilingual ability in any case.

Beyond these overall effects, we are seeking to look for differences in policies and practices which may be due to ownership-location patterns, function and similar "internal" factors. For these purposes, therefore, we are on safest ground in treating the data shown in Chart 1.0.0.0 as the norm and concentrating our attention on differences between any specific case and the overall average.

To facilitate comparison of particular cases (shown in subsequent charts) with the overall average, a transparent copy of Chart 1.0.0.0

is inserted at the end of this section. The transparency is bound in such a way that it can be folded out and superimposed on any chart. Many differences can thus be seen at a glance.

In summary, we do note that, on the whole, the bilingual requirement on French-Canadians is significantly higher than on English-Canadians, and that the requirement rises with salary level in both cases. We see also that English is used as the sole language of business in just over half of all work areas while the exclusive use of French is restricted to a very small percentage of cases.

3.2.1.1 Differences Due to Ownership-Location Type

The following seven charts show differences due to ownership-location type. Each chart relates to total employment of salaried persons earning \$ 5,000 per annum or more, in all regions and in all functions.

CHART 1.1.0.0 (FCQ)

The representation of French-Canadians is considerably higher than the overall average (Chart 1.0.0.0) at all salary levels. An interesting feature here, however, is the fact that the curve is U-shaped. For salary levels below \$ 12,000 per annum, the curve drops at a faster rate than average to the point where, for employees earning between \$ 10,000 and \$ 12,000 per annum, the proportion of English-speaking is more than half (54 per cent). These "middle management" positions often demand educational and technical qualifications which involve staffing problems due to the shortage of French-Canadians having the necessary qualifications. However, of the 33 English-speaking Canadians represented here, all but two are employed outside of the Province of Quebec - principally in Ontario and the Atlantic Provinces. Conversely, of the 19 English-speaking Canadians earning over \$ 12,000 per annum, more than half (11) are employed in Quebec.

These patterns are reflected in the bilingual requirements imposed on English-speaking Canadians. For the four lower salary groups, the requirement is much lower than the overall average. Of the 127 English-speaking Canadians represented in these four groups, all but seven work outside of the Province of Quebec, principally in sales. The English-Canadians earning more than \$ 12,000 a year either work in Quebec, or presumably, must report back to head office in Quebec on the operations they manage, and the bilingual requirement on them is correspondingly greater.

The bilingual requirement on French-Canadians is much less than average for lower salary group, reflecting the higher-than-average pro-

**STUDY ON CORPORATE POLICIES AND PRACTICES
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**3.2.2
CURRENT STATUS**

**CHART 1.1.0.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER**

1. Breakdown of Employees by Mother Tongue and Salary Group:

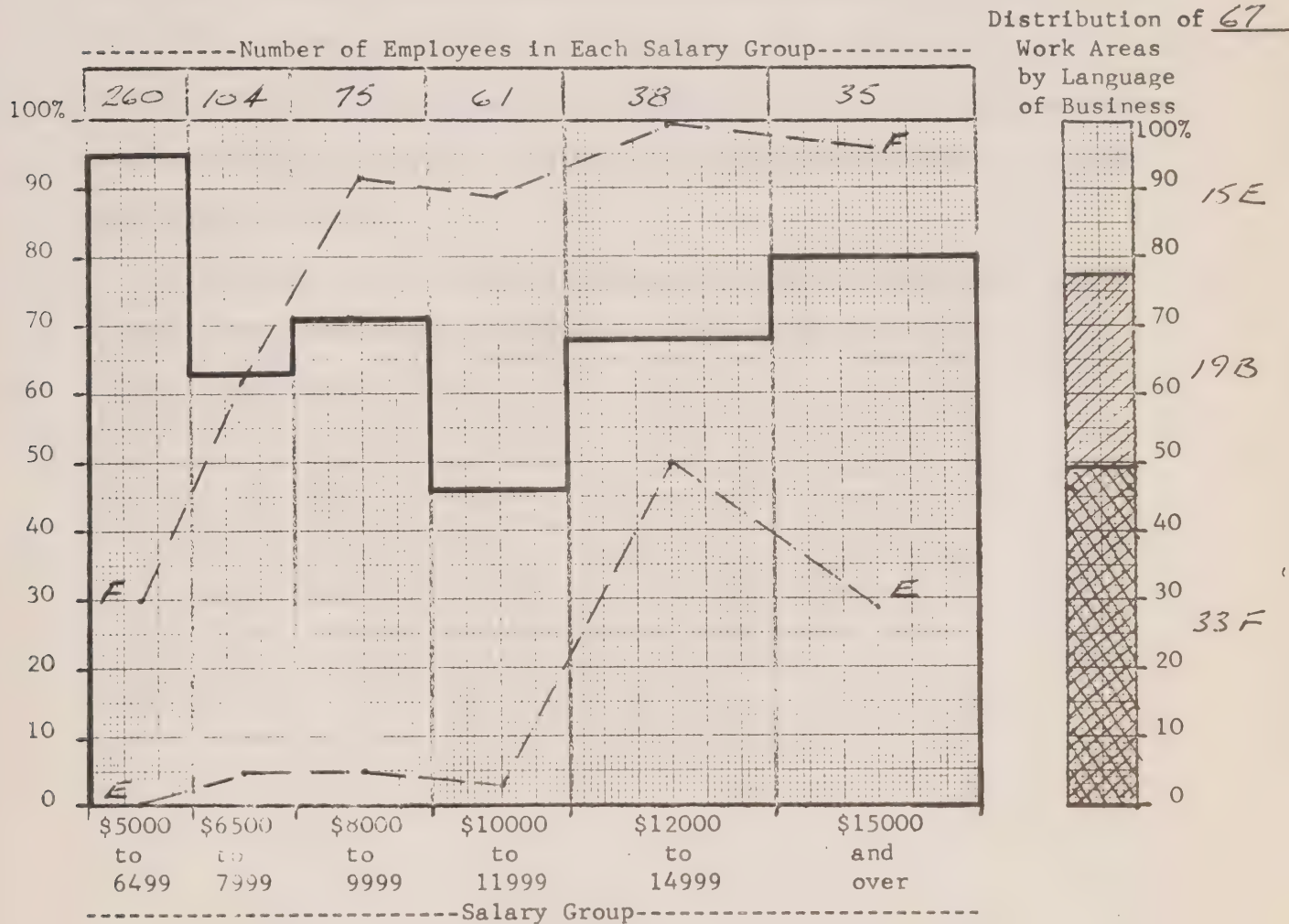
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location FCQ

Number of Firms 6 Total Number of Employees 573

Region ALL

Function ALL

portion of work areas where the language of business is French. For higher salary groups, however, the bilingual requirement is significantly higher than average. This is no doubt due to environmental factors, chiefly other business firms in the rest of Canada and in the United States where the lingua franca is English. The very high bilingual requirement imposed by French-Canadian-owned firms on their own top executives may be taken as an indication that a unilingual French-Canadian is unlikely to obtain a top management position in any company in North America - even in a regional firm operating in Quebec and owned by French-Canadians.

The 15 work areas where the language of business is English only are all sales or marketing operations, and they are all outside of the Province of Quebec.

CHART 1.2.0.0 (ECQ)

Because of the preponderance of this ownership-location group in the total sample (and indeed, in manufacturing in Quebec), the characteristics of the overall average are bound to be weighted in the direction of the characteristics of this group.

The proportion of French-Canadians is higher than the overall average in the three lowest salary groups, almost exactly equal to average for the two "middle management" groups, and somewhat below average (12% vs 15%) for people earning \$ 15,000 and over per annum.

The bilingual requirements on both French- and English-speaking employees are higher than average, with the requirements on French-speaking employees being on the whole much greater than their English-speaking counterparts.

A relatively small number of work areas (13) are unilingual French. Of these, 2 are in the Montreal region and 11 are elsewhere in Quebec. Of the 169 bilingual work areas, all but 7 are in Quebec (98 in Montreal and 64 elsewhere in the province). The 7 are distributed: 3 in Ontario, 3 in the Atlantic Provinces and 1 in the Western Provinces.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.2.0.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

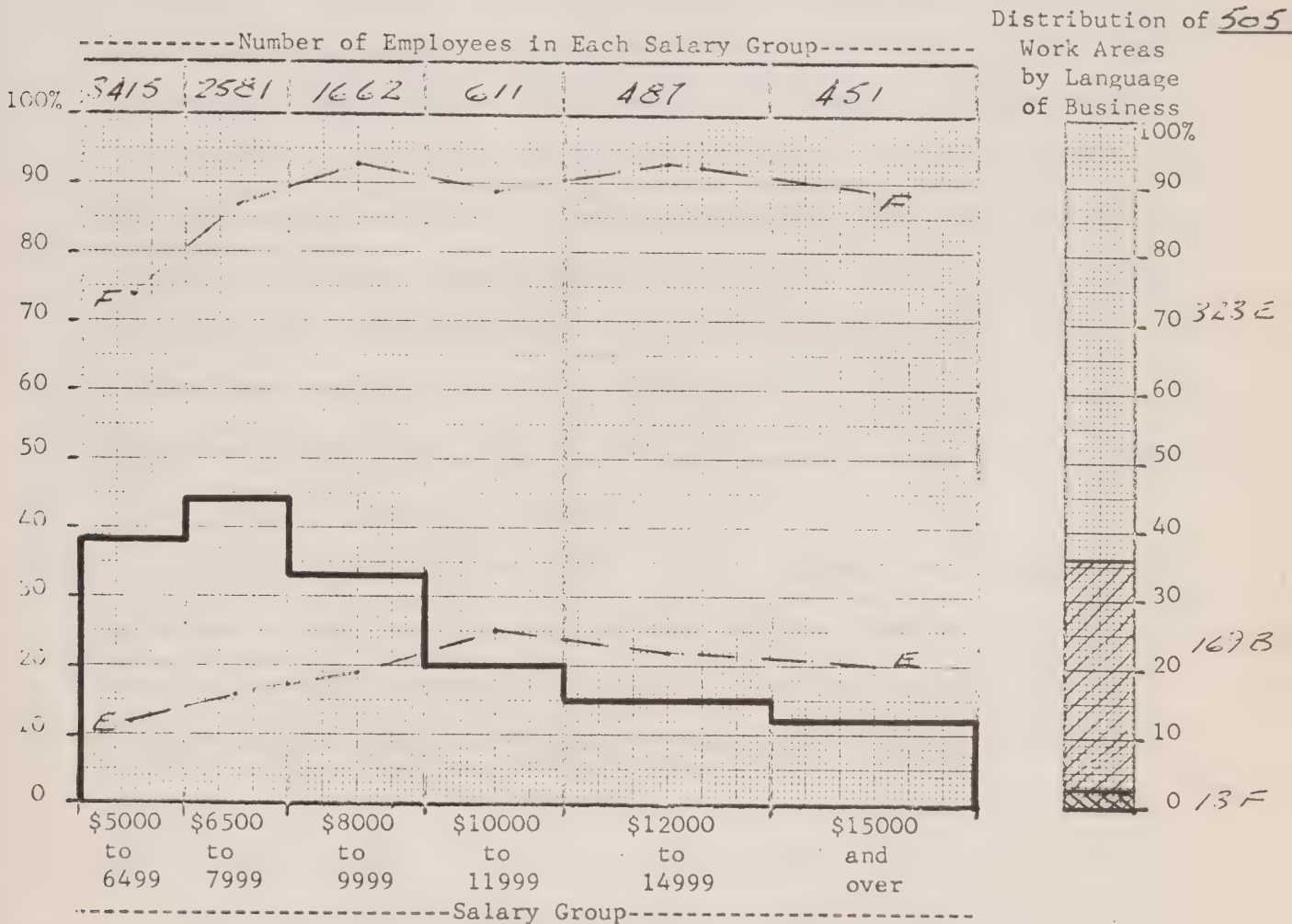
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location ECQ

Number of Firms 12 Total Number of Employees 9207

Region ALL

Function ALL

CHART 1.3.0.0 (ECC)

The proportion of French-Canadians earning over \$ 5,000 per annum in these firms is lower than average in all salary groups, and the percentage declines with increasing salary at a faster rate (from about 80 per cent of average to about 50 per cent of average). These figures are, of course, biased by the fact that firms in this group have their head offices outside of Quebec, and that they employ a relatively greater proportion of people outside of this province. A more balanced comparison would be given by considering employment in Quebec, only, and this is done in Charts 1.3.1.0 and 1.3.2.0 (following pages 40 and 41, respectively). Taking employment in Montreal and Quebec together (the regions are considered separately in the charts mentioned) and remembering that, since these are branch operations, the bias should now be in the other direction, we would note that the percentage of French-speaking runs from 82 per cent to 50 per cent as salary increases.

For total employment by ECC firms in all regions, the bilingual requirement on both French- and English-speaking employees is lower than average. For English-speaking employees, it is very much lower (between 2 and 5 per cent compared with about 13 per cent). The percentage figure fluctuates considerably for French-speaking employees, due mainly to the small number of people in this part of the sample.

Most work areas are unilingual English, although these are all located outside of Quebec. Both of the unilingual French work areas are in Quebec, as are 26 of the 28 bilingual work areas. The remaining two are split, one each in Ontario and the Atlantic Provinces.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.3.0.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

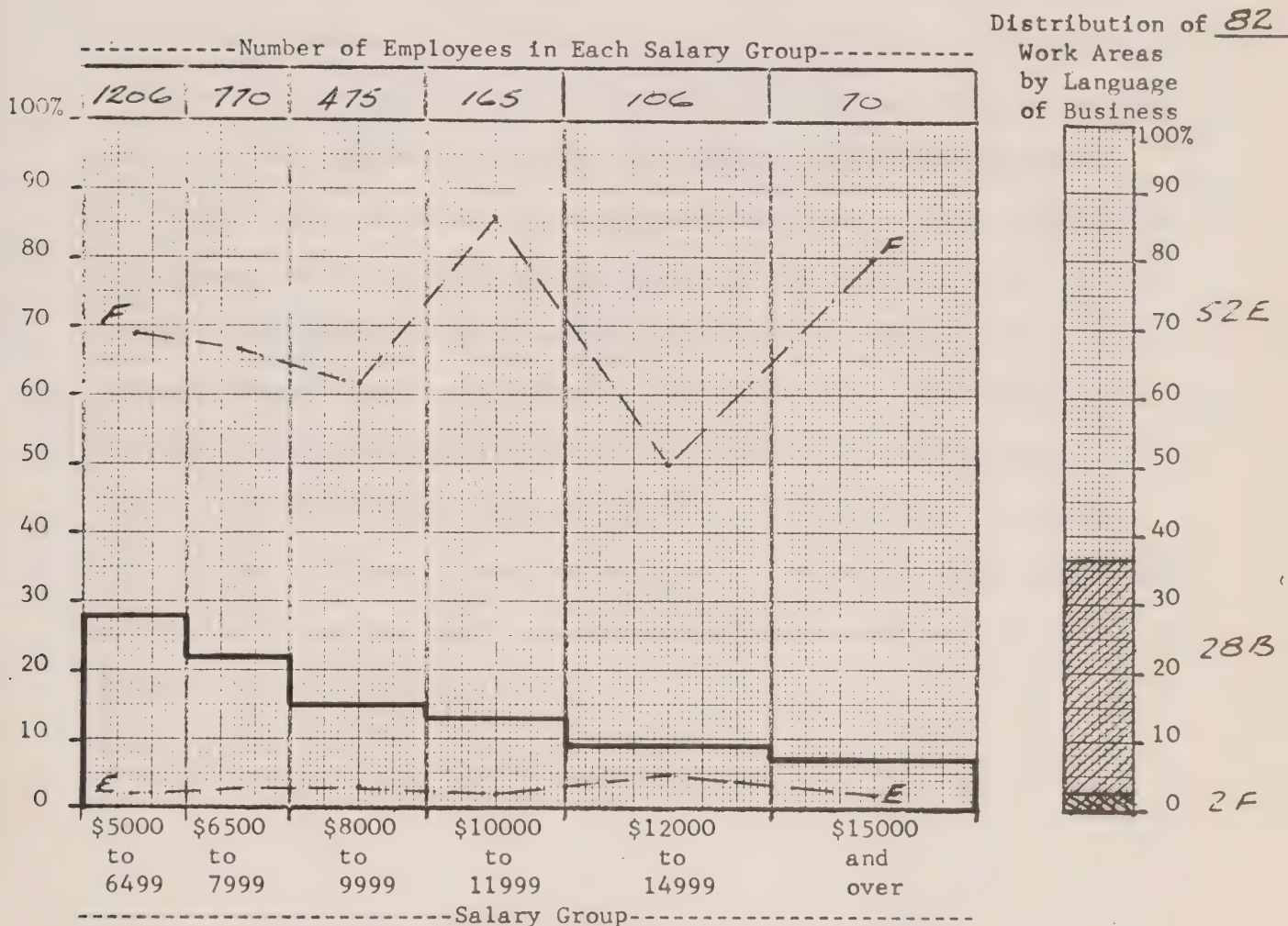
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location ECC

Number of Firms 4 Total Number of Employees 2792

Region ALL

Function ALL

CHART 1.4.0.0 (ForFrQ)

Since the total number of employees in this sample is small, our analysis cannot be too detailed. We do note in general, however, that the percentage of French-speaking employees is well above average, as was the case with FCQ firms. The downward trend as salary increases is once more apparent, and there is a suggestion of a U-shaped curve. Because of the small average size of these firms, the link between ownership and management may be quite direct and some French-speaking employees (particularly in the upper-salary groups) are probably not French-Canadian.

One of the most noteworthy features of this chart is the high bilingual requirement on French-speaking employees (100 per cent in all but the two lowest salary groups). To an extent, this reflects the practices of the European parent companies as well as local conditions. The bilingual requirement on English-speaking employees is also well above average. It can be seen, despite the fluctuations, that the trend rises with salary.

All the unilingual French and all but one of the bilingual work areas are located in Quebec. Only one unilingual English work area is located in Quebec (in the Montreal region).

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.4.0.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

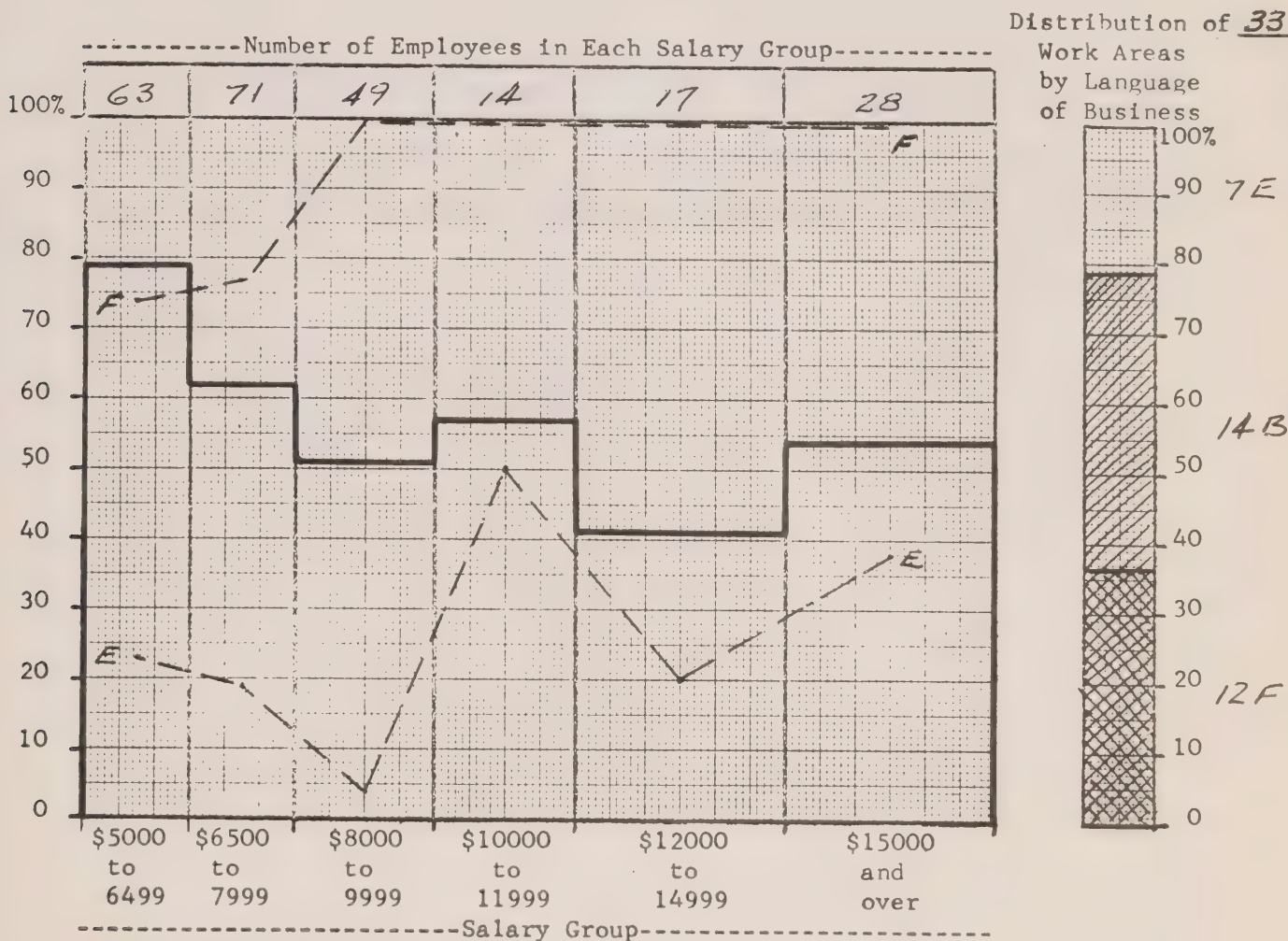
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
- English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location FOR FR Q

Number of Firms 3 Total Number of Employees 242

Region ALL

Function ALL

CHART 1.5.0.0 (UKQ)

The percentage of French-speaking employees is slightly greater than average in the four lower salary groups and about equal to (or very slightly less than) average in the two upper groups.

Because these firms are somewhat larger, the representation of British subjects is quite small - even in senior management. (Greater representation would be encountered on the boards of directors.)

The bilingual requirement on both French- and English-speaking employees is close to average. At lower salary levels, the requirement is slightly less for French-speaking employees and slightly greater for English-speaking employees. At higher salary levels, the bilingual requirement on French-speaking employees is somewhat above average.

Just under half of all work areas (34 out of 70) are unilingual English. Of these, 17 are outside of Quebec. The single unilingual French, and all but one of the 35 bilingual work areas, are in this province.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.5.0.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

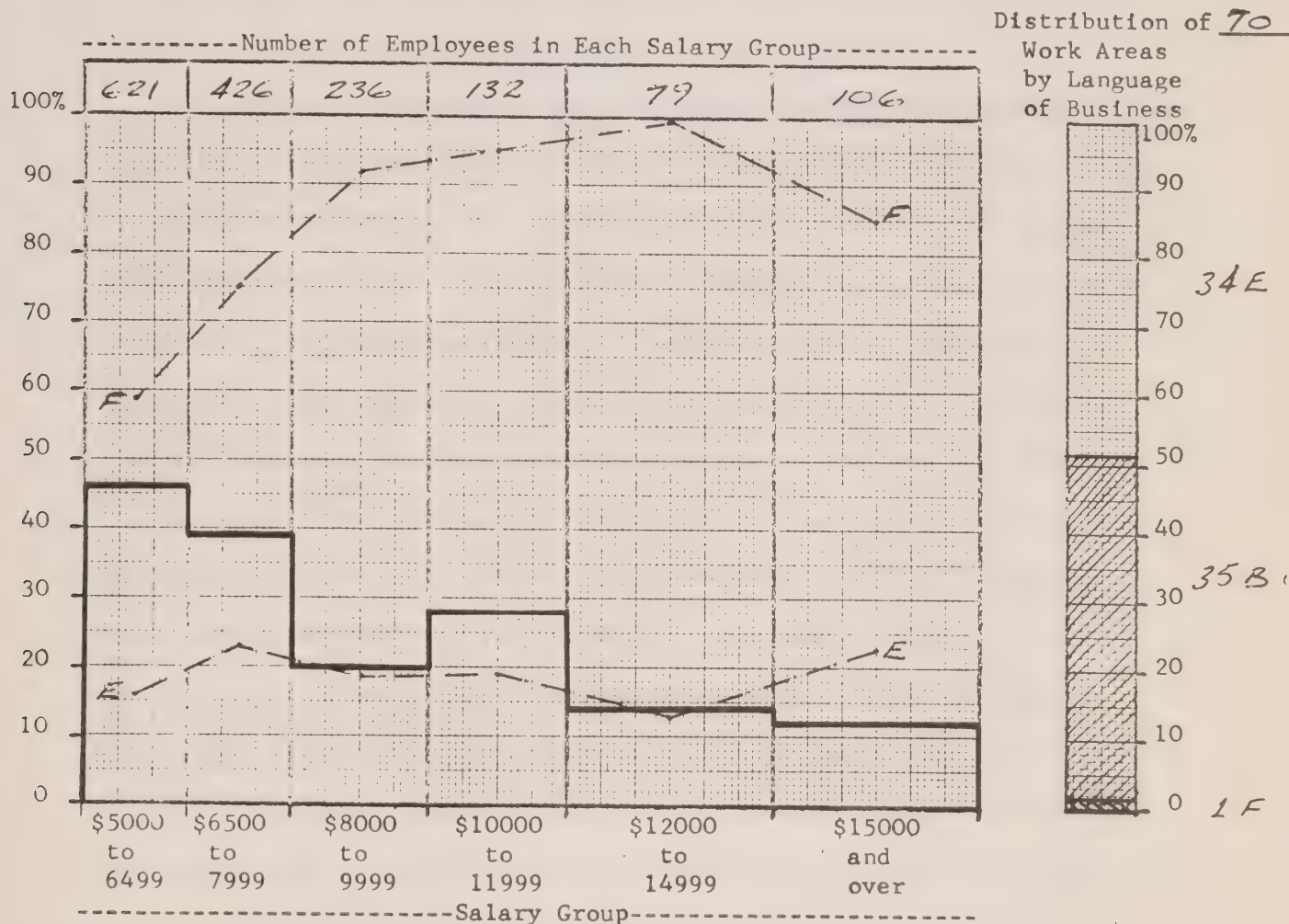
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location UKQ

Number of Firms 4 Total Number of Employees 1600

Region ALL

Function ALL

CHART 1.6.0.0 (USQ)

The proportion of French-speaking employees is lower than average for all salary groups, declining with increasing salary from about 80 per cent of average to about 50 per cent of average. This is very nearly the same trend as for ECC firms (Chart 1.3.0.0), although it is well below the average for ECQ firms, which compare more directly from the point of view of regional distribution of employment.

The bilingual requirement on both French- and English-speaking employees is well below average for all but the lower salary groups.

In about two-thirds of all work areas (56 out of 83), the language of business is English. Of these, 24 are located in Montreal (mainly in Finance, Engineering and "Other" - including general management - functions). The remainder are located outside of Quebec. All 3 unilingual French and 24 bilingual work areas are in the Province of Quebec.

In view of the dominance of English as the language of business for this group of firms, the low bilingual requirement on French-speaking employees appears to be unusual. This is especially so since, as shown on Chart 1.6.0.4, much of the downward bias is contributed by figures relating to the Engineering and Research & Development functions, where 6 of the 7 work areas are unilingual English and the other is bilingual. The answer lies in the definition of bilingualism as a job requirement, not as a personal achievement. Strictly speaking, in these jobs, a French-Canadian does not have to be bilingual, as long as he speaks English.

We have specifically mentioned Engineering and Research & Development

because, to a larger extent than in any other case, these functions typify and determine the characteristics of this group of firms. In fact, employment in these two functions is greater than in any other function (1,162 out of 3,083 earning over \$ 5,000 per annum). In general, U.S.-owned firms (USQ and USC) tend to be highly technically-oriented. They tend to draw their employees from countries all over the world on the basis of technical and educational qualifications, and they tend to move them from one company location to another quite frequently. At levels above wage-roll and junior clerical staff, hiring practices of these companies are only very slightly affected by local conditions - the emphasis is on technology. Thus, within the majority of non-French-speaking employees, a significant proportion would not be Canadian by birth, nor necessarily have English as their mother tongue. What does bring these employees together is the technological know-how possessed by the company, and this usually has its source in the United States. Even more often, this technological know-how is developed and communicated in the English language.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.6.0.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

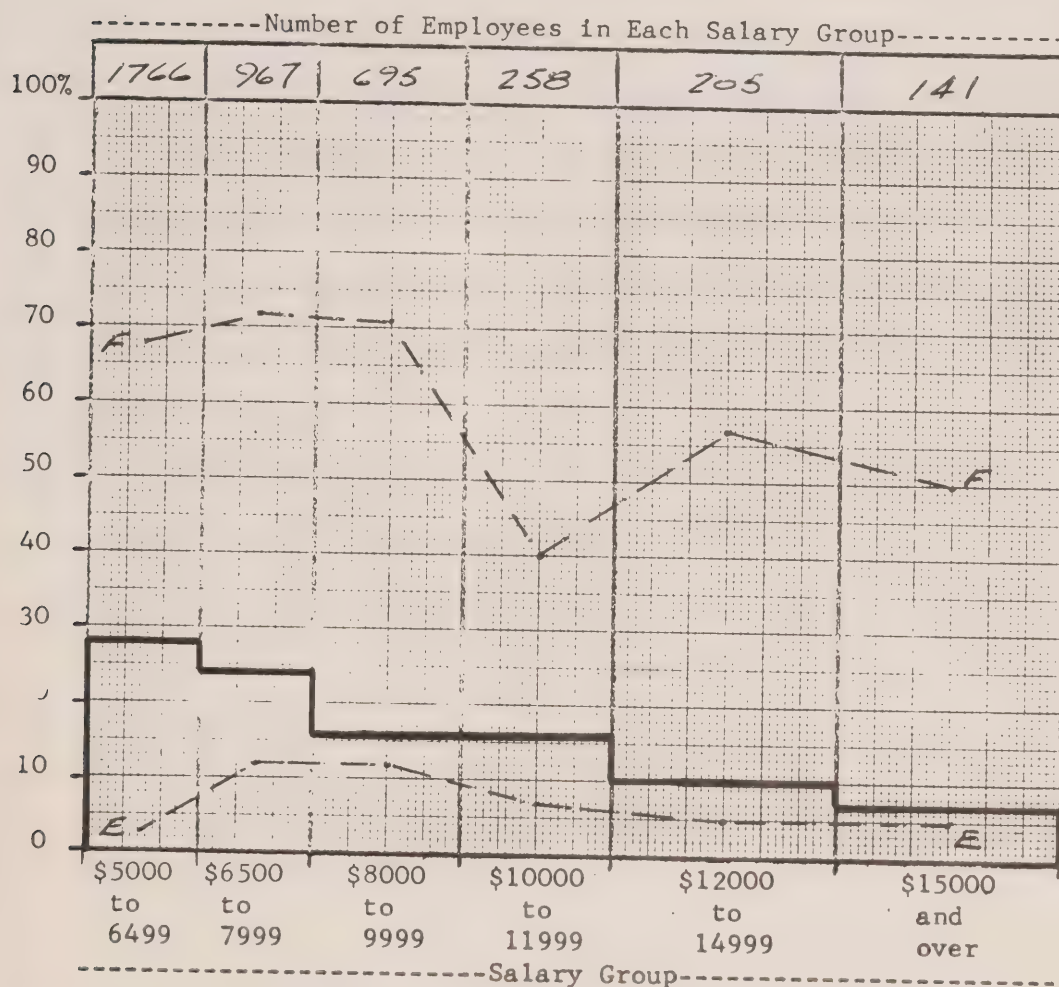
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

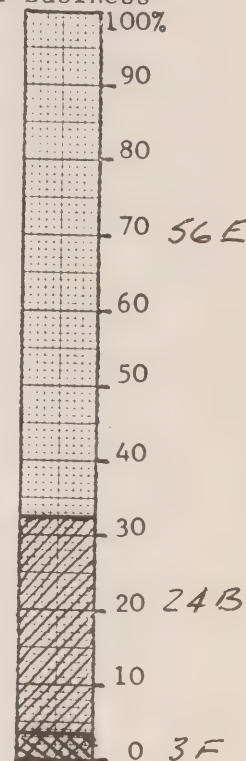
3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Distribution of 83

Work Areas
by Language
of Business



Sample

TOTAL

Ownership - Location

USQ

Number of Firms

5

Total Number of Employees

4032

Region

ALL

Function

ALL

CHART 1.7.0.0 (USC)

The comments pertaining to USQ firms apply equally to USC firms as well. In this case, however, the fact that the head offices are not located in Quebec, and that the regional distribution of employment is less biased toward Quebec, reinforces the tendency to a low proportion of French-speaking employees. At all income levels, the proportion is well below average.

For similar reasons, the bilingual requirement on English-speaking employees is much less than average. The bilingual requirement on French-speaking employees, however, is significantly above average (100 per cent in the three upper salary groups). This is a reflection of the liaison requirements between operations in Quebec and general management elsewhere.

There are no unilingual French work areas. Of the 10 bilingual work areas, 3 are in the Montreal region and 7 are located elsewhere in the province. The 22 unilingual English work areas are all outside of Quebec except for 6 (evenly dispersed among all functional areas) in the Montreal region.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.7.0.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

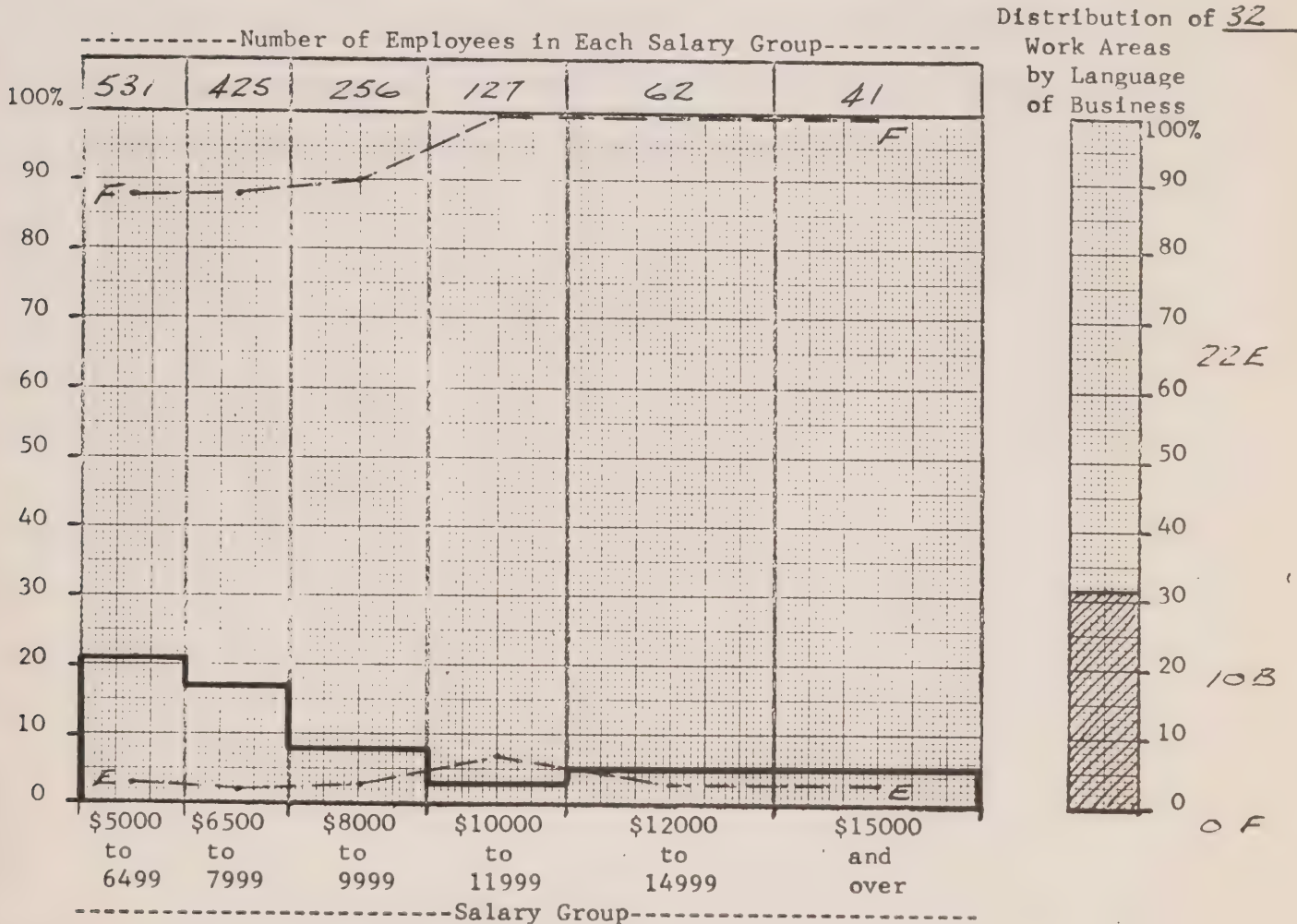
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
- English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location USC

Number of Firms 2 Total Number of Employees 1442

Region ALL

Function ALL

3.2.1.2 Differences Due to Scope of Operations

Firms in the sample have been divided into two large categories - "Regional" and "National" - for the purpose of examining whether the geographic scope of their operations gives rise to any differences in policies and practices. As noted earlier, "Regional" firms are those which have all their operations except for branch sales offices in the Province of Quebec and adjoining areas where bilingual-bicultural conditions are encountered. "National" firms have substantial operations in these areas, and in other parts of Canada, as well.

CHART 3.0.0.0 (Regional Firms)

The Regional category is substantially smaller than the National category since it comprises a smaller number of firms (15 vs 21) and the average size of each firm is smaller also. In all, this category accounts for about 23 per cent of the total number of people earning over \$ 5,000 per annum in all 36 firms in the total sample. Representation of FCQ and ForFrQ firms is proportionately greater here than in the National category.

These factors are bound to introduce a bias into the characteristics of the total Regional sample, but they are not exogenous variables. In fact, they themselves constitute important characteristics.

The percentage of French-speaking employees in Regional firms is generally higher than the overall average in all salary groups but one (\$ 8,000 to \$ 10,000 p.a.). Except for the lowest salary group, however, the difference is not too significant.

The bilingual requirement on English-speaking employees is substantially above that for National firms for all salary groups. Interestingly enough, it is also higher for French-speaking employees in all but the two lowest salary groups, due partly to the influence of FCQ and ForFrQ firms in the category, noted earlier (Charts 1.1.0.0 and 1.4.0.0).

The most noticeable difference is in the percentage of bilingual and unilingual French work areas. Although this is partly explained by the relatively greater representation in this category of FCQ and ForFrQ firms, the pattern is repeated in other ownership-location groups as well. This is shown on the following three charts (3.2.0.0, 3.5.0.0 and 3.6.0.0).

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 3.00.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group

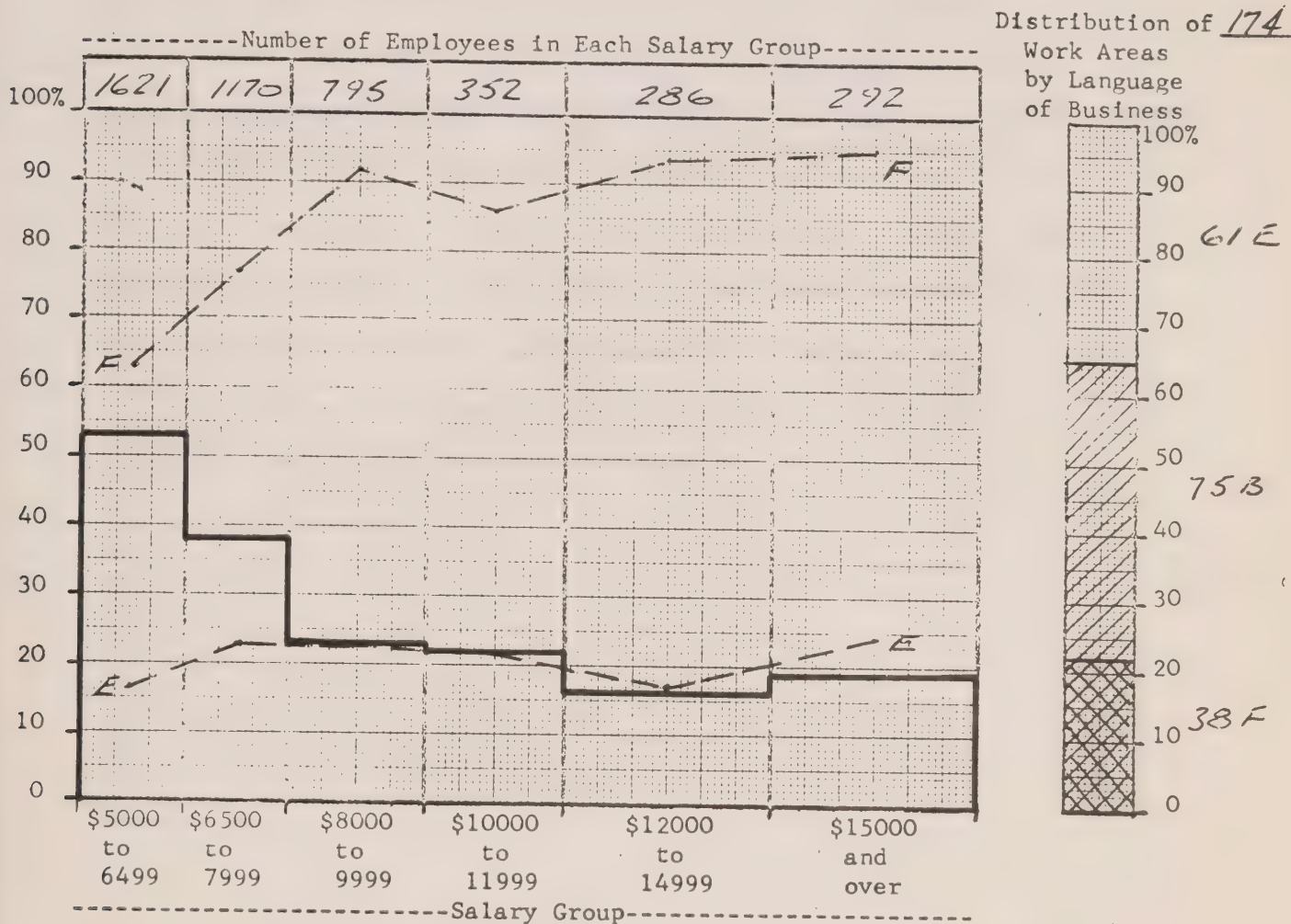
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample REGIONAL FIRMS ONLY

Ownership - Location ALL

Number of Firms 15

Total Number of Employees 4516

Region ALL

Function ALL

CHART 3.2.0.0 (Regional ECQ Firms)

The percentage representation of French-speaking employees is substantially greater here than for National ECQ firms in the lowest salary group, but it is lower for levels above \$ 6,500 per annum.

At the same time, the bilingual requirement on English-speaking employees is higher than in Montreal ECQ firms, and it rises noticeably with salary. Correspondingly, the bilingual requirement on French-speaking employees is less, except for the top salary group. In this case, as with FCQ firms, a French-speaking employee requires less bilingual ability to get started, but he will meet increasingly stringent requirements as he progresses to higher levels of income and responsibility and (usually) a correspondingly greater number of contacts outside the firm.

The number of unilingual French work areas is quite small, but 33 out of 55 work areas (60 per cent) are bilingual.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 3.2.0.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

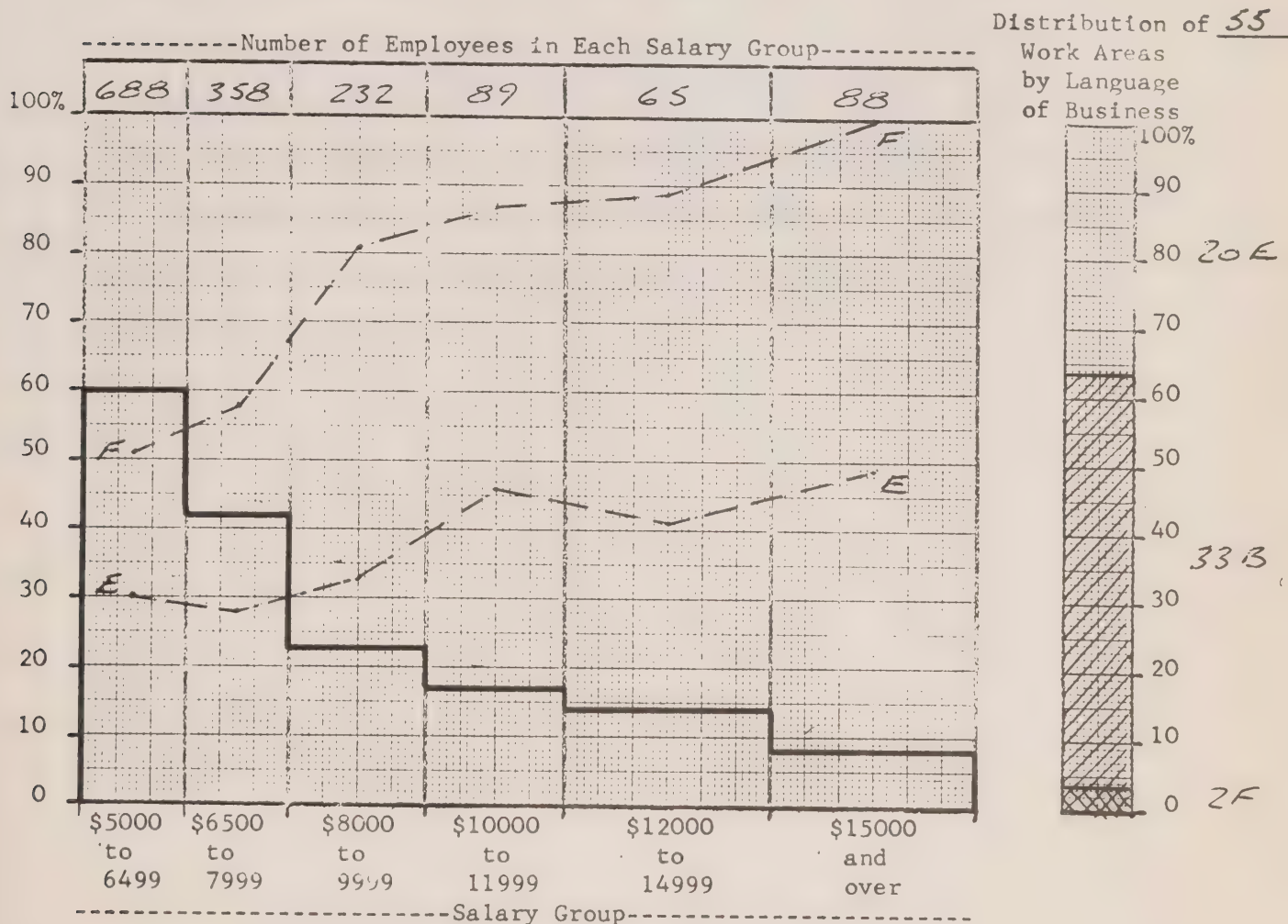
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample REGIONAL FIRMS ONLY

Ownership - Location ECQ

Number of Firms 4 Total Number of Employees 1520

Region ALL

Function ALL

CHART 3.5.0.0 (Regional UKQ Firms)

The proportion of French-speaking employees is significantly above average in all salary groups except the top one.

As with FCQ firms, the bilingual requirement on French-speaking employees is relatively low for the lower salary groups, but it rises quickly to 100 per cent for the four upper groups. The bilingual requirement on English-speaking employees also is significantly above average, and it rises quite steeply at first, but it then drops to a level close to average for people earning over \$ 12,000 per annum.

Although there is only one unilingual French work area (located in Quebec outside of Montreal), the proportion of bilingual work areas is nearly two-thirds.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

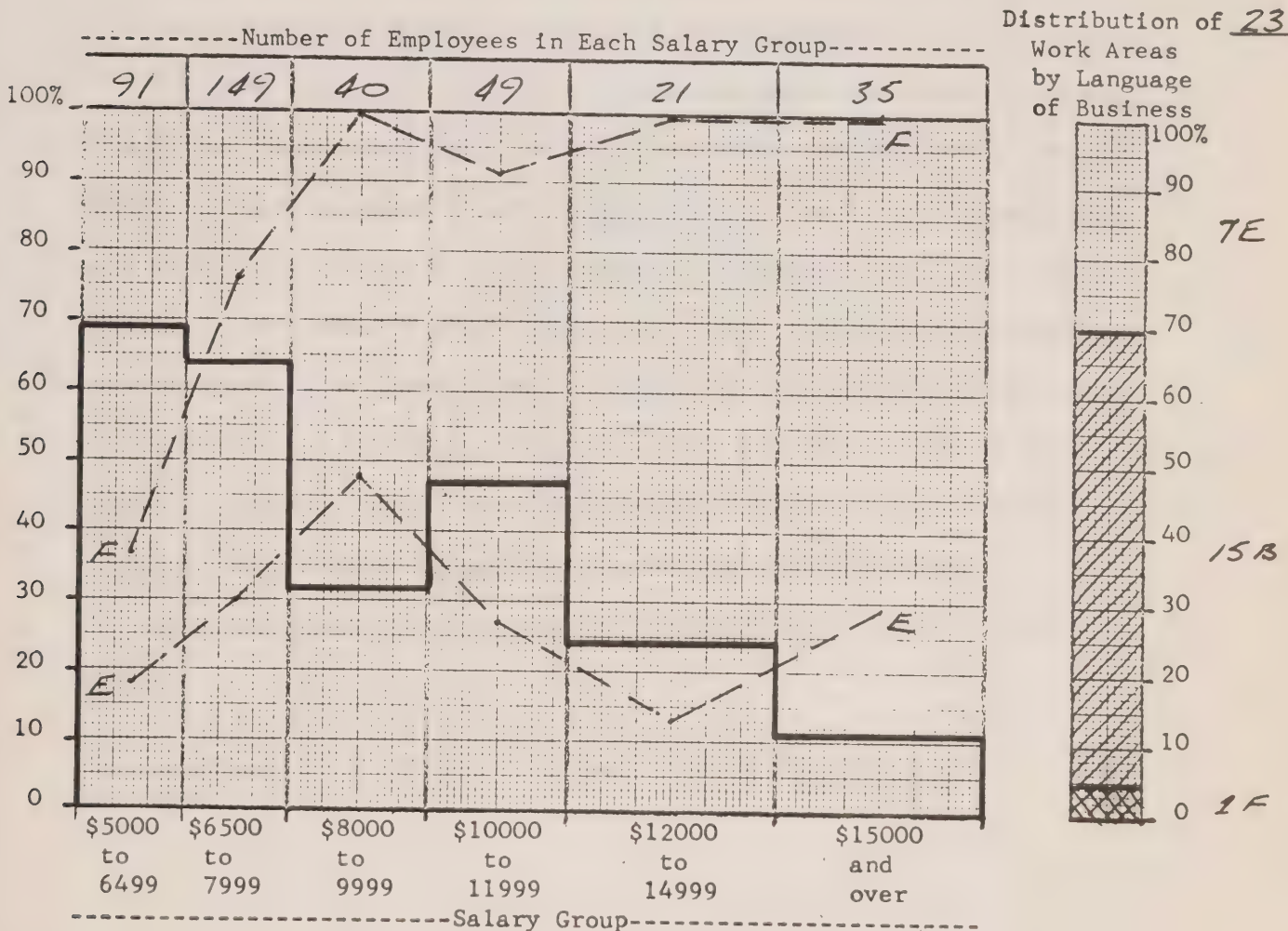
CHART 3.5.0.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:
- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample REGIONAL FIRMS ONLY

Ownership - Location UKQ

Number of Firms 2 Total Number of Employees 385

Region ALL

Function ALL

CHART 3.6.O.O (Regional USQ Firms)

The influence of technological factors, discussed with Chart 1.6.O.O (all USQ firms), seems to be even stronger in the case of Regional USQ firms with National USQ firms as the percentage of French-Canadian employees is well below average in all salary groups. This is so despite regional demographic factors which encourage the employment of a proportionately greater number of French-Canadian people in Quebec.

The same pattern is evident from the bilingual requirements on both French- and English-speaking employees. At lower salary levels, where stress is laid on communication inside the firm (including communication with wage-roll employees), the bilingual requirements are higher than average in both cases. With rising salary, the bilingual requirement on English-speaking employees drops to less than average and then to zero. It also drops for French-speaking employees, and this is one of the few instances where it does. Accompanying this drop, however, is not an increasing use of mother tongue, but increasing use of English.

Six work areas are bilingual. The remaining 16 are unilingual English.

STUDY ON CORPORATE POLICIES AND PRACTICES
 WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
 CURRENT STATUS

CHART 3.6.0.0
 EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

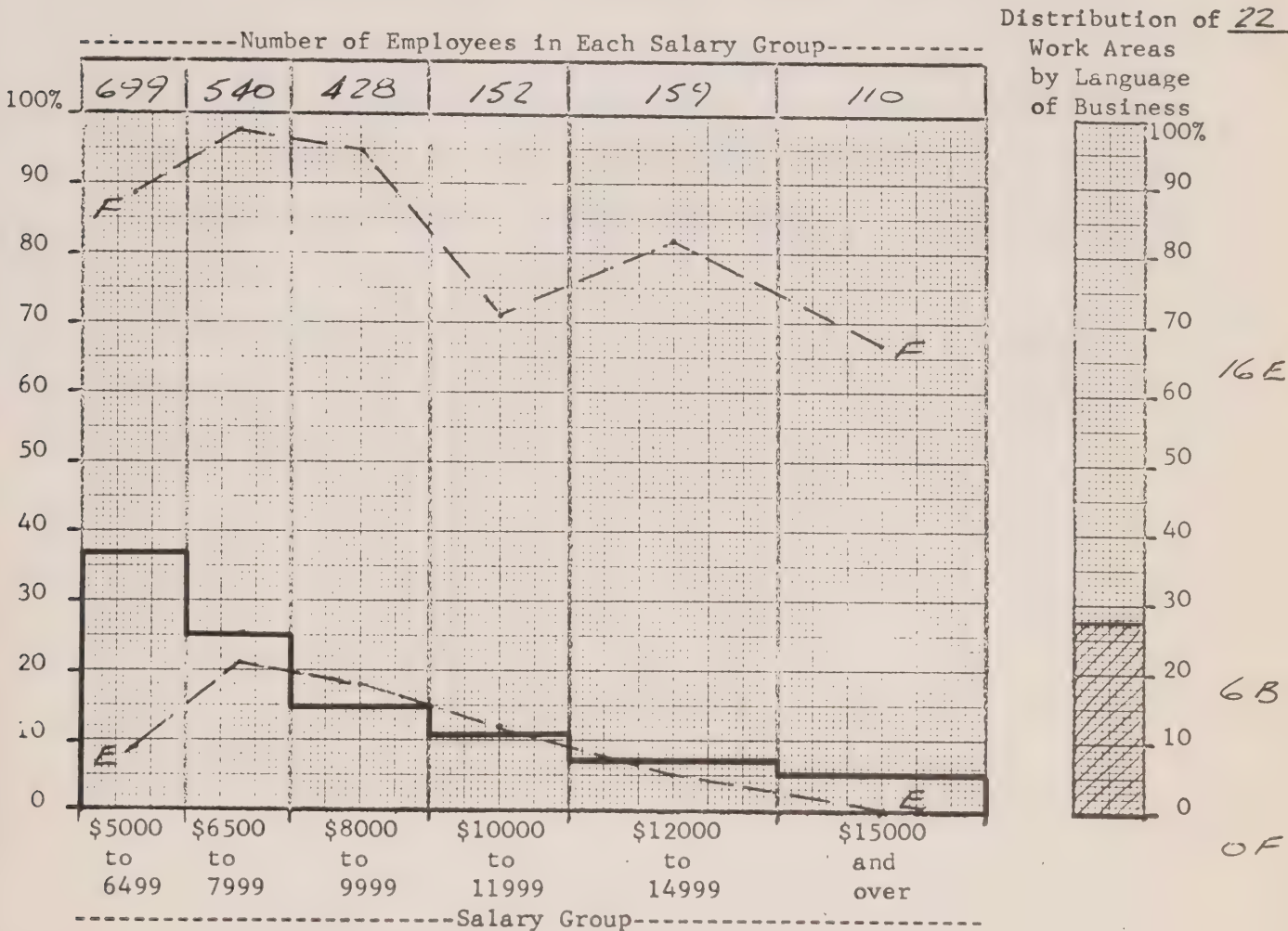
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
 English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample REGIONAL FIRMS ONLY

Ownership - Location USA

Number of Firms 2 Total Number of Employees 2088

Region ALL

Function ALL

CHART 2.0.0.0 (National Firms)

The characteristics of National firms differ very little from the overall average, due principally to the predominance of National firms in the total sample noted earlier. The main differences occur in the representation of French-Canadians in the lowest and the highest salary groups. In both cases, the percentage is somewhat lower than average. Bilingual requirements on both French- and English-speaking employees are substantially the same in both samples. The percentage of unilingual French work areas is about half as great as in the total sample (3.7% vs 7.3%) and the percentage of bilingual work areas is almost the same (32.1% vs 34.3%).

More significant differences are encountered in the following three charts (2.2.0.0, 2.5.0.0 and 2.6.0.0) where the National categories of the same three ownership-location groups as before are examined.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART . . 2.0.0.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

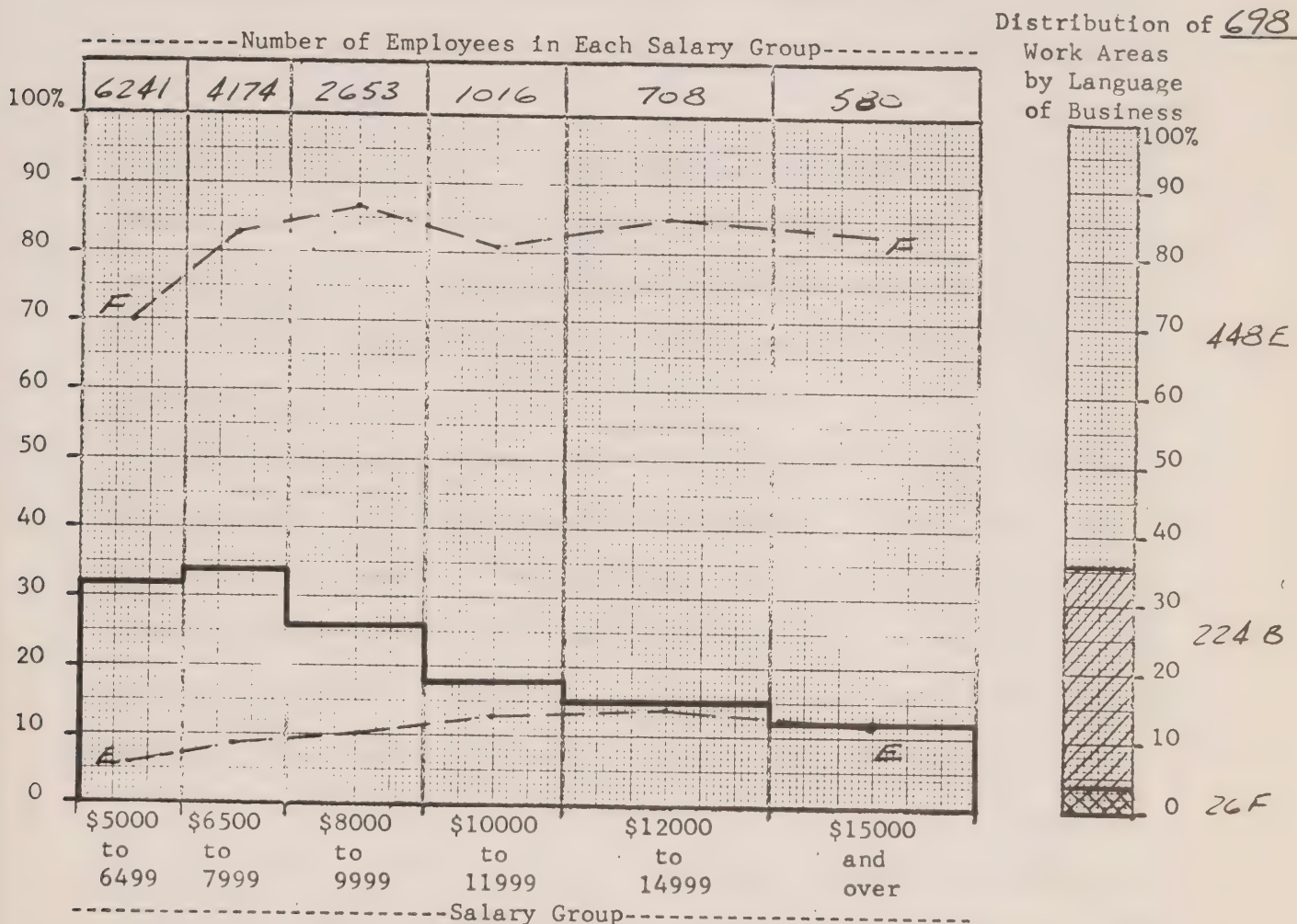
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample NATIONAL FIRMS ONLY

Ownership - Location ALL

Number of Firms 21 Total Number of Employees 15372

Region ALL

Function ALL

CHART 2.2.0.0 (National ECQ Firms)

In Section 3.1.2, we examined total employment at all income levels and concluded that Regional firms do tend to employ a greater proportion of French-Canadians than National firms, even when comparison is made on the basis of operations in the Province of Quebec alone. The present analysis shows that this conclusion does not always apply to salaried staff earning over \$ 5,000 per annum, if we look at specific ownership-location categories.

Chart 2.2.0.0 shows that the percentage representation of French-Canadians is greater for National than for Regional firms in all but the lowest salary group. The significance of this is accentuated by the fact that ECQ firms account for over 46 per cent of total salaried employment.

For this group of firms, the effect of scope of operations seems to be more evident in the bilingualism requirements. For National firms, the bilingual requirement on French-speaking employees is generally higher than for Regional, and it does not fall off at lower salary levels. The bilingual requirement on English-speaking employees is similarly unaffected by salary level, and it is lower for National than for Regional firms.

The percentage of unilingual English work areas is much higher (67.3 per cent) for National firms, due mainly to the greater number of operations located outside of Quebec. The percentage of bilingual work areas is lower (30.2% vs 60% for Regional ECQ firms) and the percentage of unilingual French work areas, low in both cases, is about the same (2.5% vs 3.6%).

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 2.2.0.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

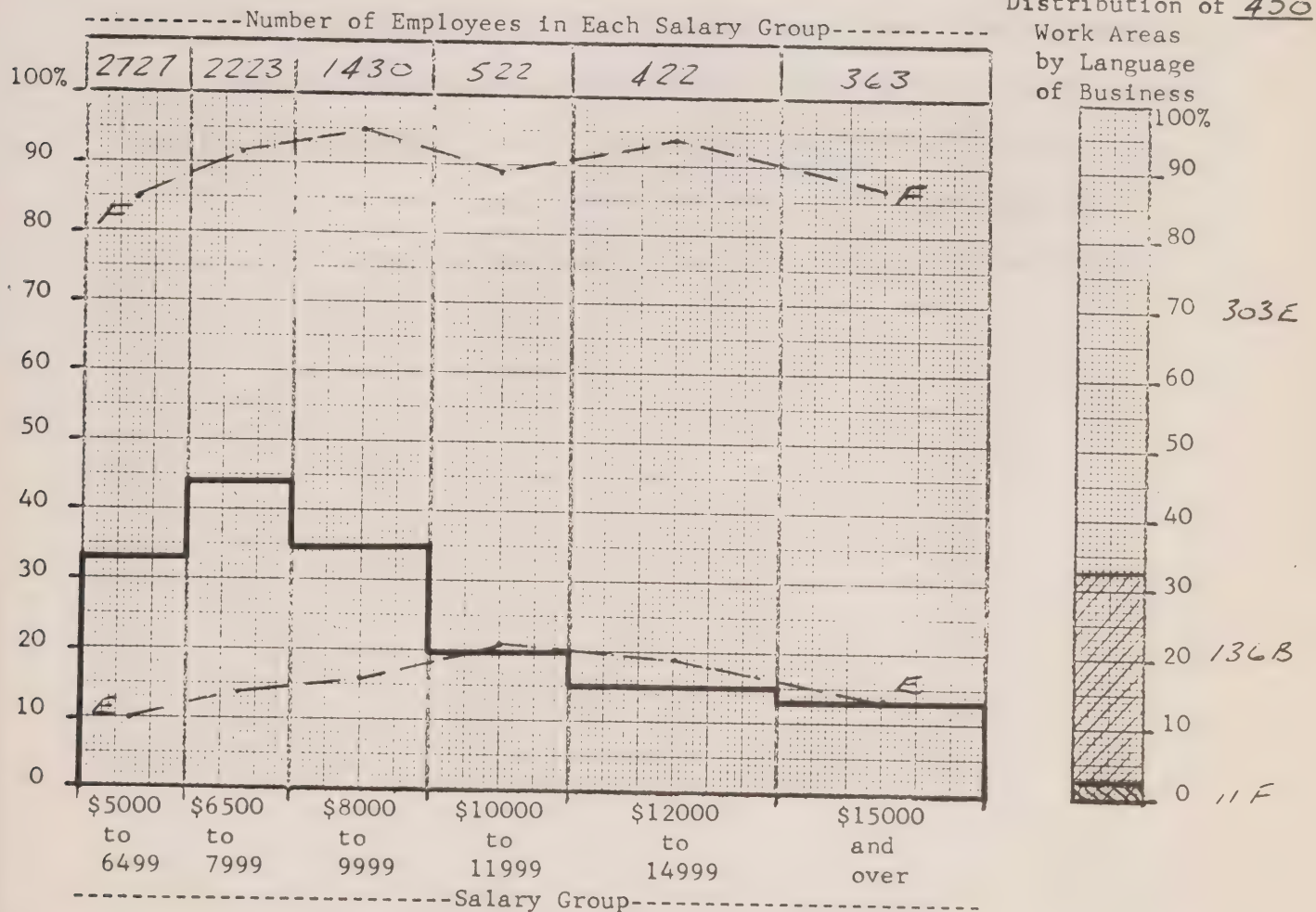
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample NATIONAL FIRMS ONLY

Ownership - Location ECQ

Number of Firms 8 Total Number of Employees 7687

Region ALL

Function ALL

CHART 2.5.0.0 (National UKQ Firms)

The percentage of French-Canadians is lower than for Regional firms in all but the highest salary group. Here again, the chief effect of operating nationally seems to lie in the bilingual requirement on both French- and English-speaking employees. For National firms, the bilingual requirement on French-speaking employees starts at a higher level and rises less steeply with salary than for Regional firms. The bilingual requirement on English-speaking employees is lower, and it remains fairly constant for all salary levels, as was the case with National ECQ firms.

There are no unilingual French work areas. The percentage of bilingual work areas is less than for Regional firms (42.6% vs 65.3%).

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 2.5.0.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

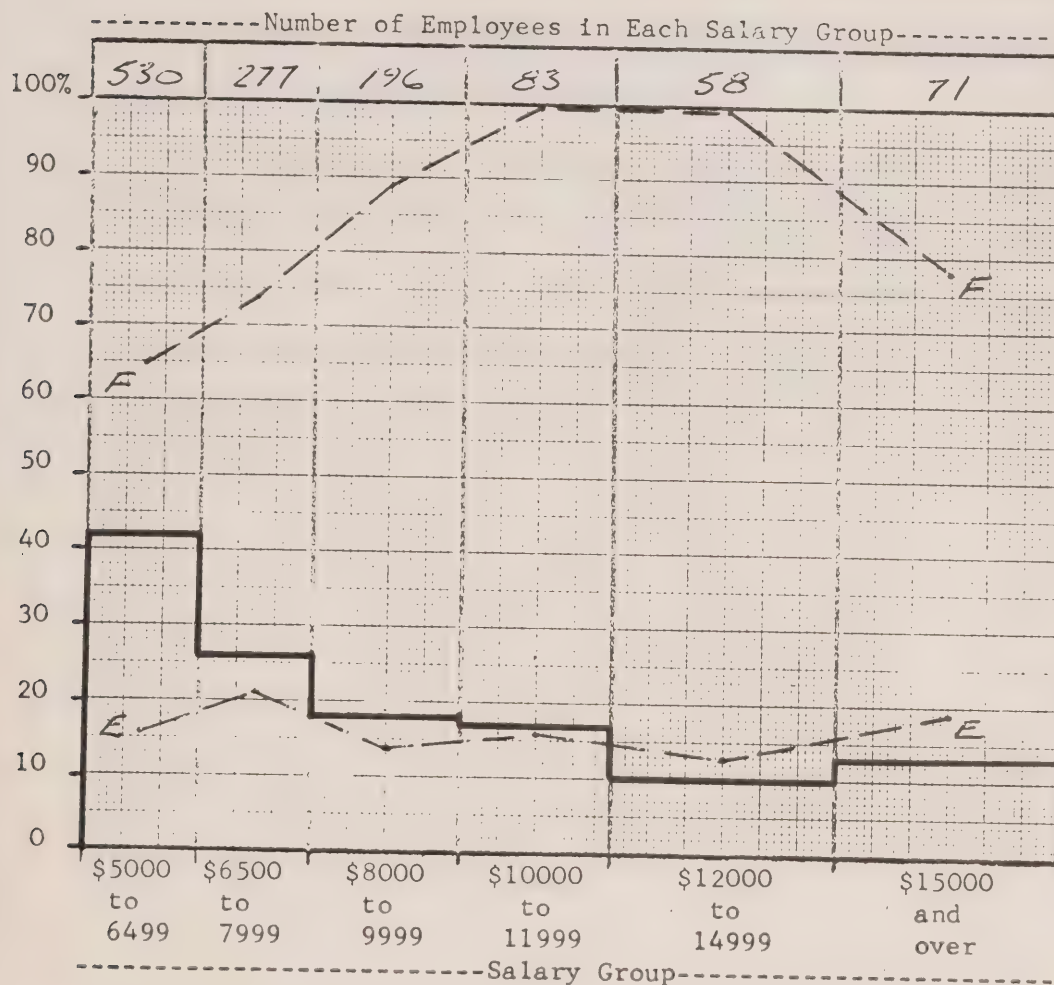
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

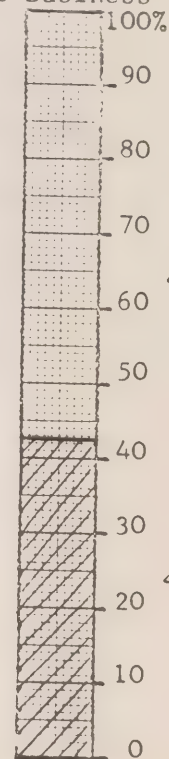
3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Distribution of 47

Work Areas
by Language
of Business



Sample NATIONAL FIRMS ONLY

Ownership - Location UKQ

Number of Firms 2 Total Number of Employees 1215

Region All

Function All

CHART 2.6.0.0 (National USQ Firms)

Conditions similar to those encountered in the case of ECQ firms are apparent here, where the percentage representation of French-Canadians is higher than for Regional USQ firms in all but the two lowest salary groups.

Bilingual requirements on both English- and French-speaking employees are lower than in any other case, reflecting, as noted earlier, the dominance of English in most operations.

The percentage of unilingual English work areas is less here than for Regional USQ firms (65.6% vs 72.7%), but there are three unilingual French work areas, all in Quebec outside of Montreal. The percentage of bilingual work areas is very slightly greater than for Regional firms (29.5% vs 27.3%).

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

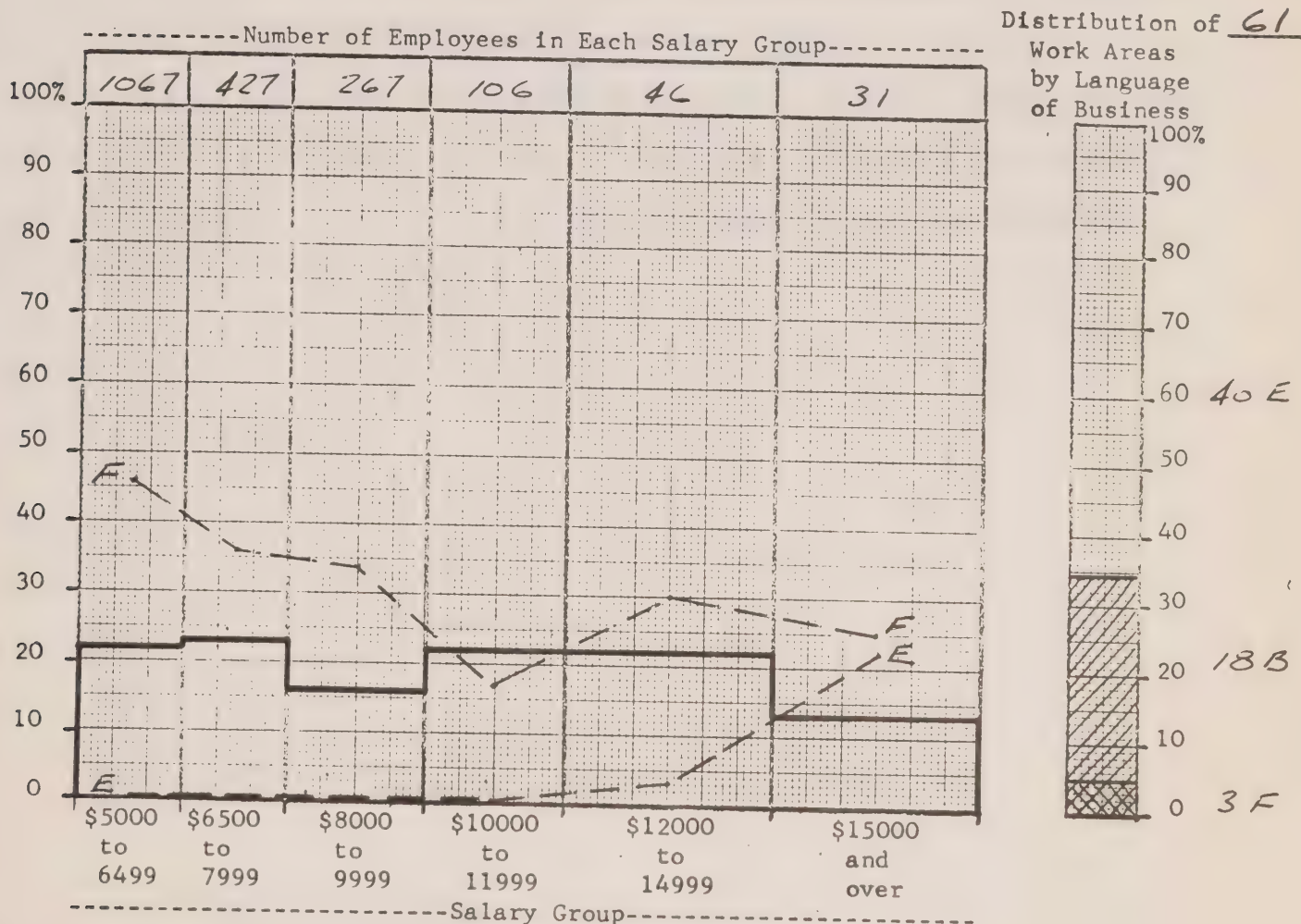
CHART 2.6.0.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:
- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, percent English only and per cent Bilingual.



Sample NATIONAL FIRMS ONLY

Ownership - Location USA

Number of Firms 3

Total Number of Employees 1944

Region ALL

Function ALL

3.2.1.3 Differences Due to Region

The extent to which the region of operations affects the characteristics of salaried staff earning over \$ 5,000 per annum is examined in the following set of charts.

The charts relating to total employment in all sample firms, by region, give an idea of the influence of local patterns of ethnicity and language use. The characteristics depicted in them (Charts 1.0.1.0, 1.0.2.0, 1.0.3.0, 1.0.4.0 and 1.0.5.0) may be regarded as regional norms within the sample. A more detailed analysis is done for the Montreal and Other Quebec regions, with a view to examining the influence within each region of ownership-location type.

CHART 1.0.1.0 (Montreal Region)

As noted earlier, the Metropolitan Montreal region has been considered separately from the rest of the Province of Quebec because of the relatively greater proportion of English-speaking people here in comparison to the rest of the province, and also because of the role played by Montreal in national (not only provincial) commerce and industry. The presidents of almost all firms with head offices in Montreal have made it clear to us, in our interviews with them, that the latter consideration is one of the dominant reasons why their companies are so based.

Despite the fact that the total sample is biased toward employment in the Province of Quebec, it is still apparent that the percentage of French-Canadians employed in Montreal is greater than the overall average in all salary groups. The difference is more pronounced at the four lower salary levels.

Similarly, the bilingual requirements on both French- and English-speaking employees is close to average. For both groups, the requirement is higher than average at lower salary levels and less than average at higher salary levels.

The greatest proportion of work areas (54.4 per cent) is bilingual. The percentage of unilingual French work areas is greater than the overall average (10.2% vs 7.3%), and the percentage of unilingual English work areas, while less than average, is still significantly high at 35.4 per cent. These are distributed quite uniformly in all functional areas.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

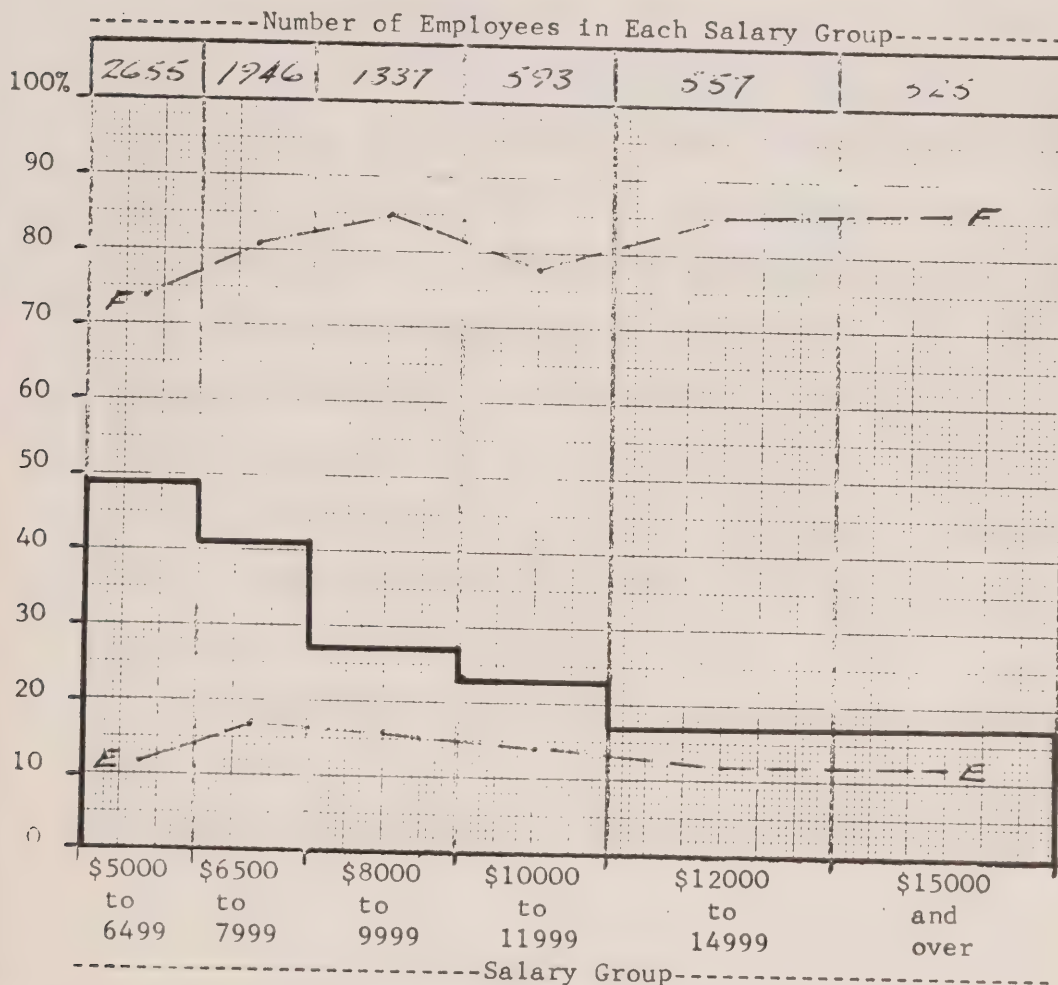
CHART 1.0.1.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:
- Bar Chart at left shows per cent French-speaking.

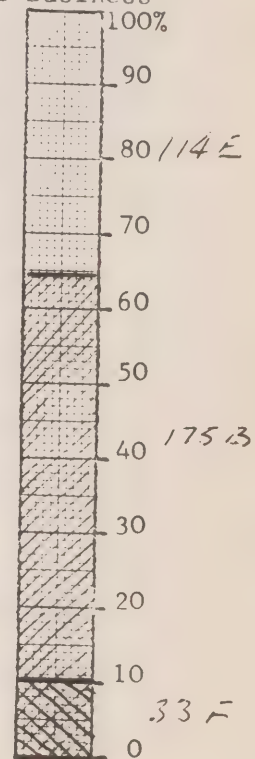
2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:
- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Distribution of 322
Work Areas
by Language
of Business



Sample TOTAL

Ownership - Location ALL

Number of Firms 36 Total Number of Employees 7613

Region MONTREAL

Function ALL

CHART 1.0.2.0 (Quebec Excluding Montreal Region)

In line with regional patterns of ethnicity, the percentage of French-Canadians is well above average in all salary groups, ranging from 2.3 times average at the lower end to 1.5 times average at the upper end of the salary scale. As indicated, the proportion drops more sharply with increasing salary level than in the overall sample.

The bilingual requirement on French-speaking employees is significantly above average in all but the lowest salary group, rising to 100 per cent for people earning over \$ 15,000 per annum. The requirements imposed by communication outside the firm and outside the region are strikingly evident here. The bilingual requirement on English-speaking employees is also very interesting. Ranging between 55 and 65 per cent, it is much higher here than on any chart so far examined. It is also of interest to note that the requirement is still below that imposed on French-speaking employees. In this case, the bilingual requirement is doubtless due to the need to communicate with other people (principally French-speaking clerical and wage-roll employees) within the firm.

The percentage of unilingual French work areas is greater than unilingual English (19.2% vs 10.6%), but bilingualism is dominant (70.2 per cent of all work areas).

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.0.2.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

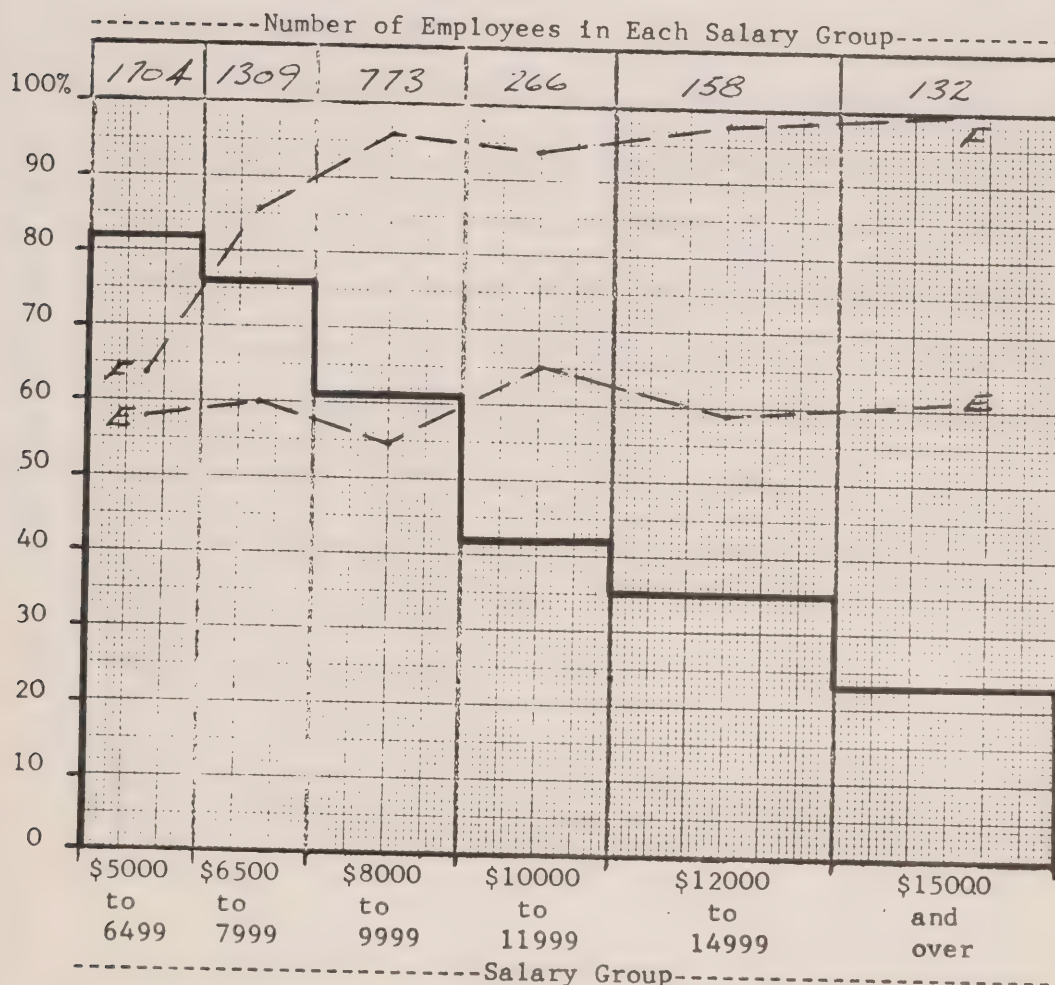
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

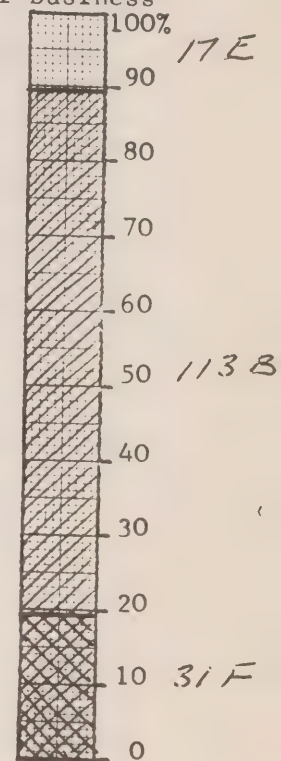
- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Distribution of 161
Work Areas
by Language
of Business



Sample TOTAL

Ownership - Location ALL

Number of Firms 31 Total Number of Employees 4342

Region QUEBEC EXCL MONTREAL

Function ALL

CHARTS 1.0.3.0 (Four Atlantic Provinces)
1.0.4.0 (Ontario)
1.0.5.0 (Four Western Provinces)

There is a sufficient number of employees in each sample to let us see general trends. The percentage of French-Canadians is quite low in all three cases although, interestingly, there appears to be no decline in the percentage as salary level increases (see charts for Ontario and the West, especially).

The bilingual requirement on English-speaking employees is very low in all three regions, ranging from zero to five per cent. The bilingual requirement on French-speaking employees in Ontario rises from a relatively low level (about 30 per cent) to a maximum of 80 per cent as salary increases. In the Atlantic Provinces, it drops sharply from 44 per cent to zero, and in the Western Provinces it seems to be significant only for people in the lower salary groups.

The language of business is dominantly English in all three Regions. There are six bilingual work areas in the Atlantic Provinces, four in Ontario and one in the four Western Provinces.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.0-3.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

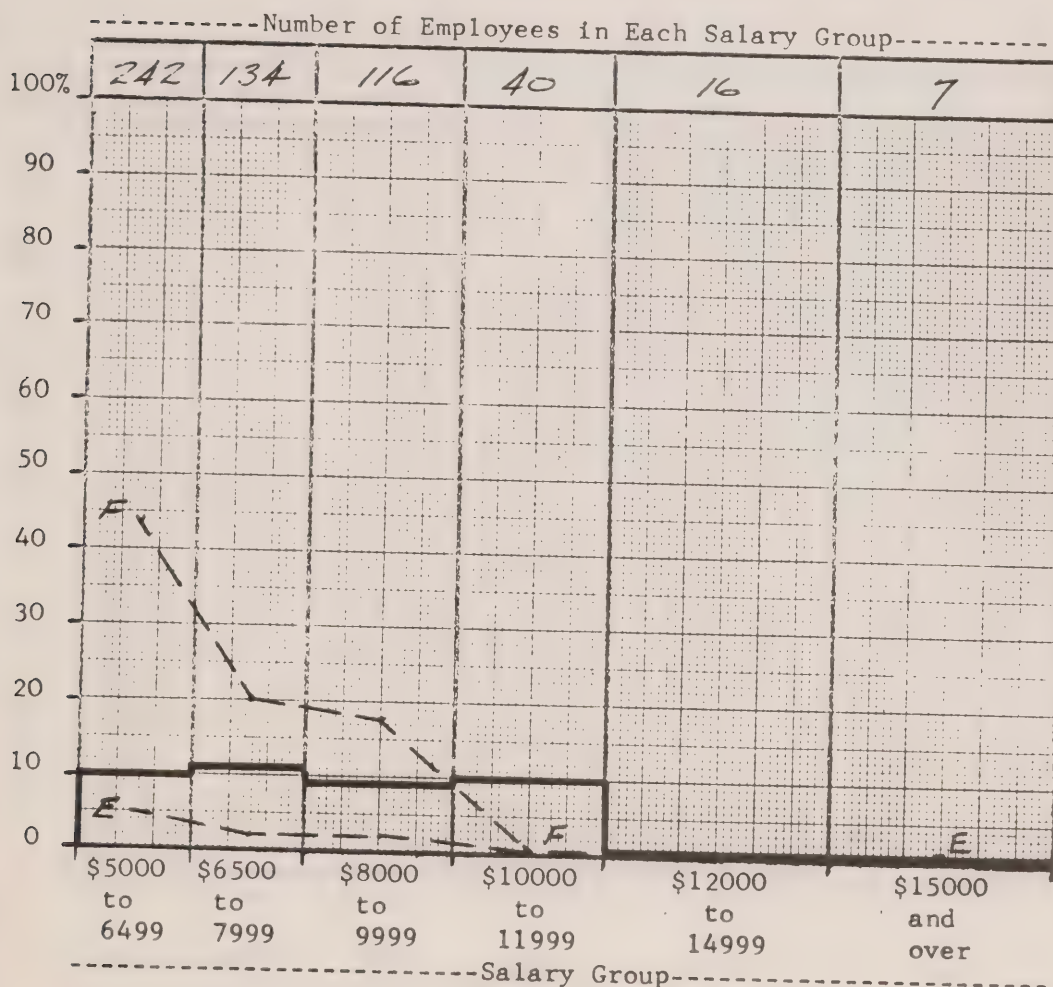
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

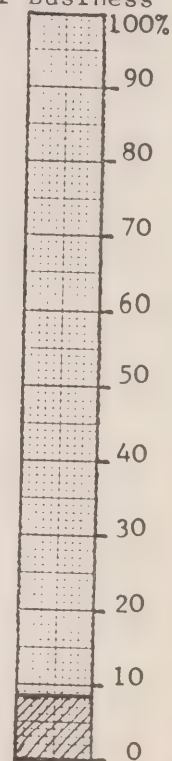
- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Distribution of 70
Work Areas
by Language
of Business



Sample TOTAL

Ownership - Location ALL

Number of Firms 23 Total Number of Employees 555

Region 4 ATLANTIC PROV.

Function ALL

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.0.4.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart at left shows per cent French-speaking.

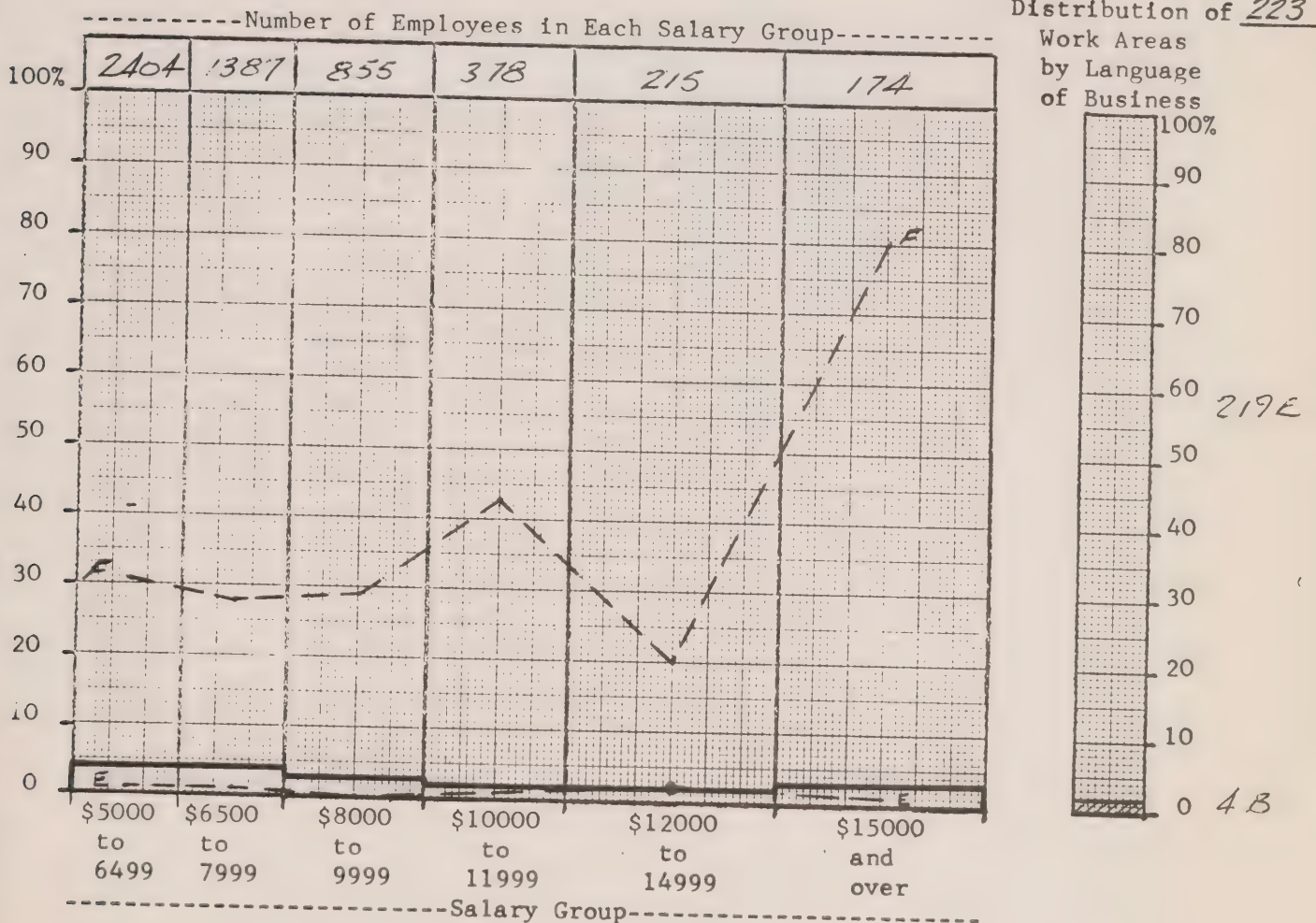
2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.

English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location ALL

Number of Firms 32 Total Number of Employees 5413

Region ONTARIO

Function ALL

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 10-5.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart at left shows per cent French-speaking.

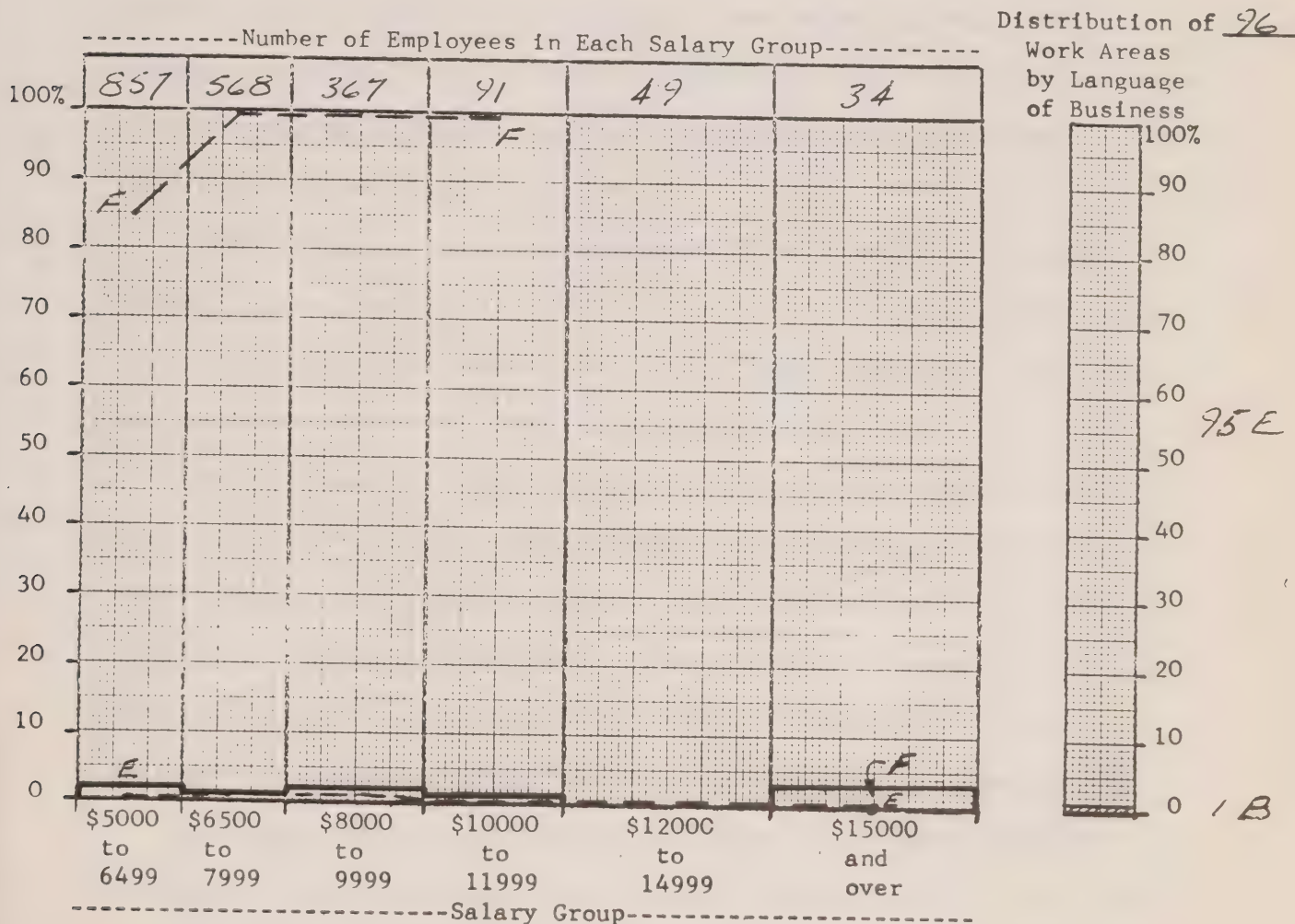
2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.

English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location ALL

Number of Firms 28 Total Number of Employees 1966

Region 4 WESTERN PROV.

Function ALL

3.2.1.3.1 Differences in the Montreal Region Due to Ownership-Location Types

The following seven charts show the characteristics of employment and language of business in the Montreal region for each ownership-location type.

All but nine employees in FCQ firms are French-Canadian. Seven English-speaking employees are engaged in manufacturing, where the bilingual requirement on them is relatively low considering their work environment, and two are in Engineering and Research & Development, where the bilingual requirement is zero.

ForFrQ firms employ a proportionately greater number of English-speaking people (54 in all). Most of these, however, are in Marketing (34). Eight are in Engineering, where total employment is 26, and seven are in "Other" functions, where total employment is 11.

The percentage of French-Canadians is significantly higher at all salary levels in ECC firms than in ECQ firms, reflecting the branch - plant nature of operations in regions other than that where head office is located. The same relationship is observable in the case of USC and USQ firms. For both pairs, the relationship is also reflected in the bilingual requirements on both French- and English-speaking employees.

Unilingual French work areas are operated by all except UKQ, USQ and USC firms. Unilingual English work areas are operated by all except FCQ and ECC firms (ForFrQ firms have one unilingual English work area). All firms operate bilingual work areas.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

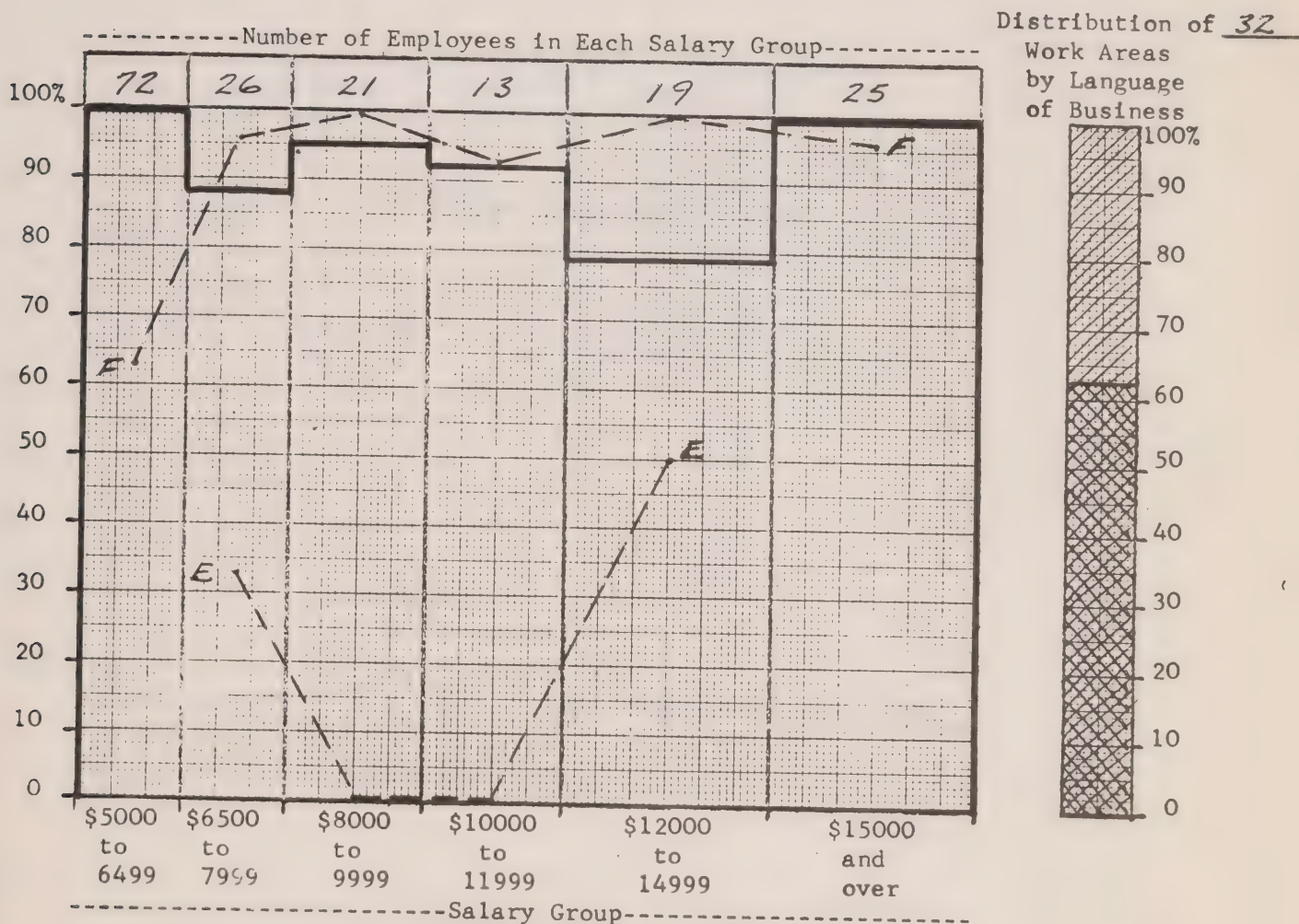
3.2.2
CURRENT STATUS

CHART 1.1.10
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:
- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:
- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location FCQ

Number of Firms 6 Total Number of Employees 176

Region MONTREAL

Function ALL

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

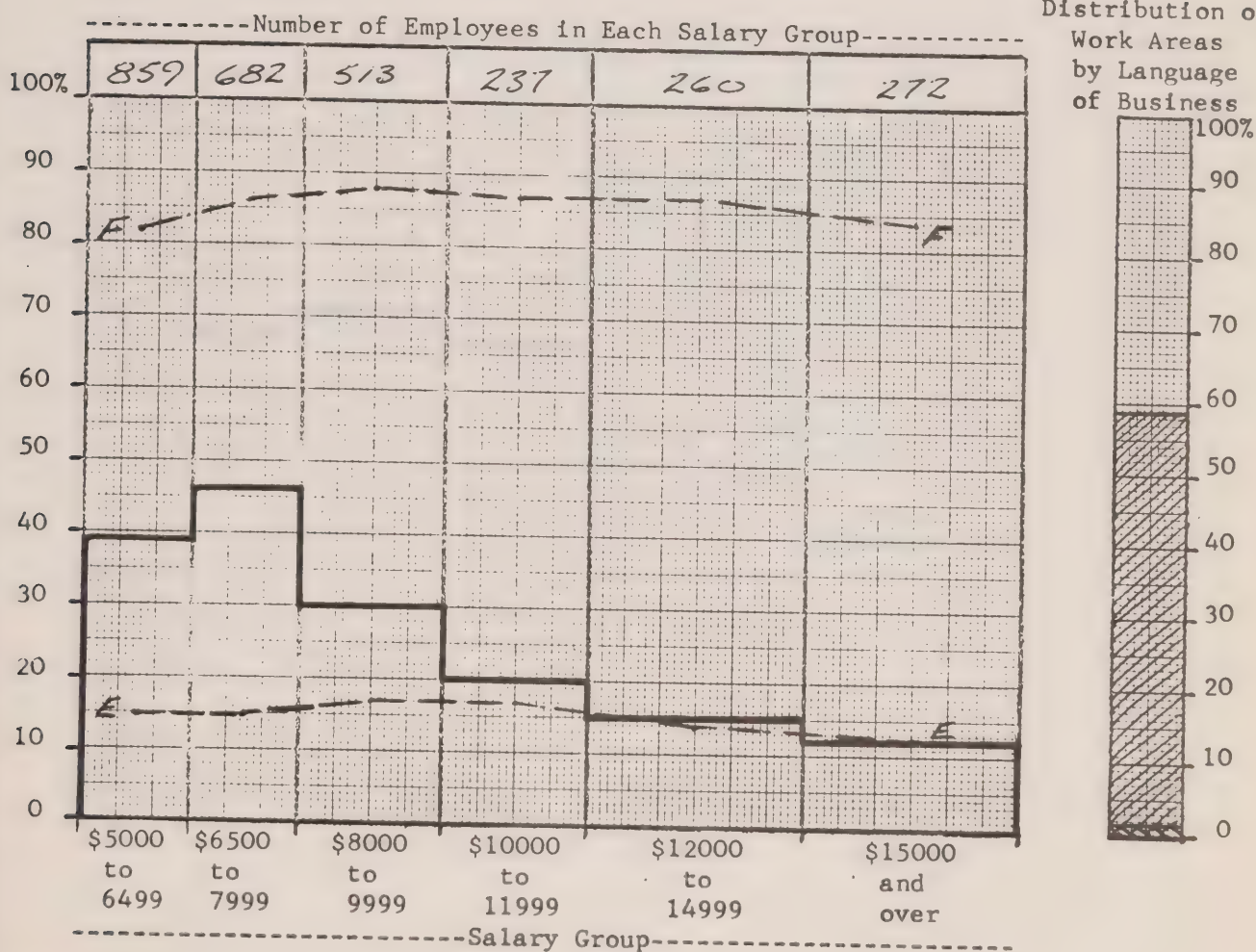
CHART 1.2.1.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:
- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas - by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location ECQ

Number of Firms 12 Total Number of Employees 2823

Region MONTREAL

Function ALL

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.3.1-0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

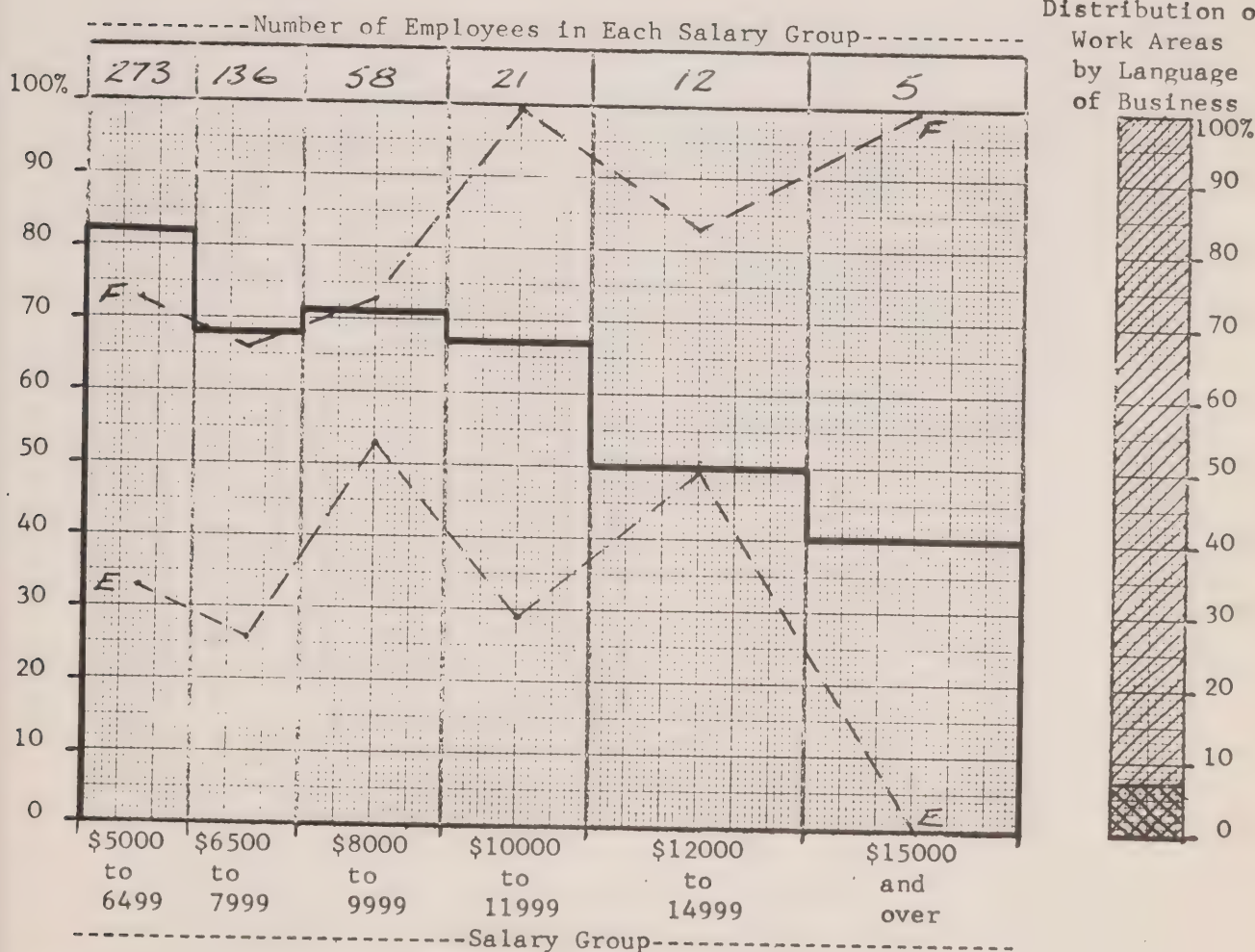
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location ECC

Number of Firms 4 Total Number of Employees 505

Region MONTREAL

Function ALL

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

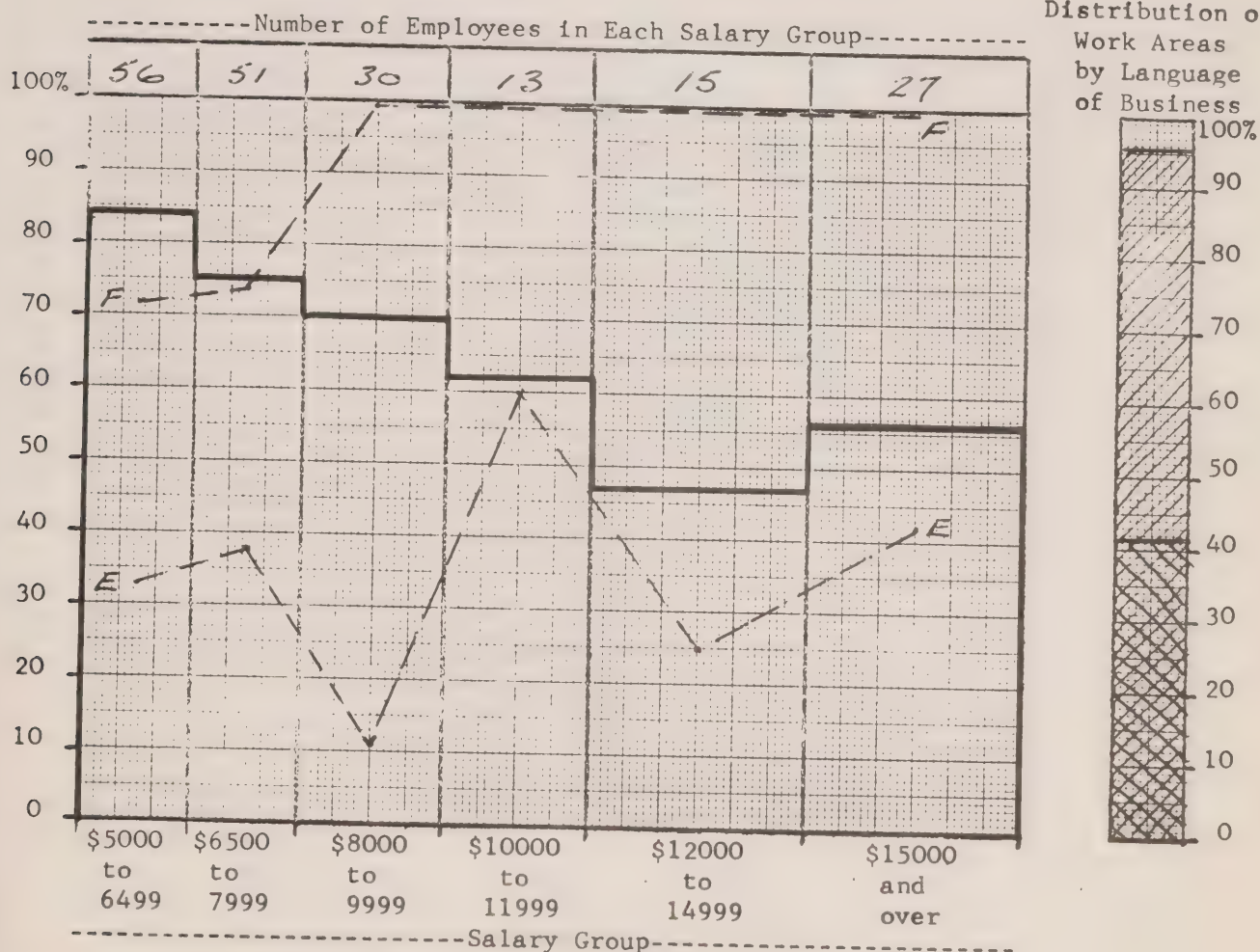
3.2.2
CURRENT STATUS

CHART 1.4.1.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:
- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:
- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location FOR FR Q

Number of Firms 3 Total Number of Employees 192

Region MONTREAL

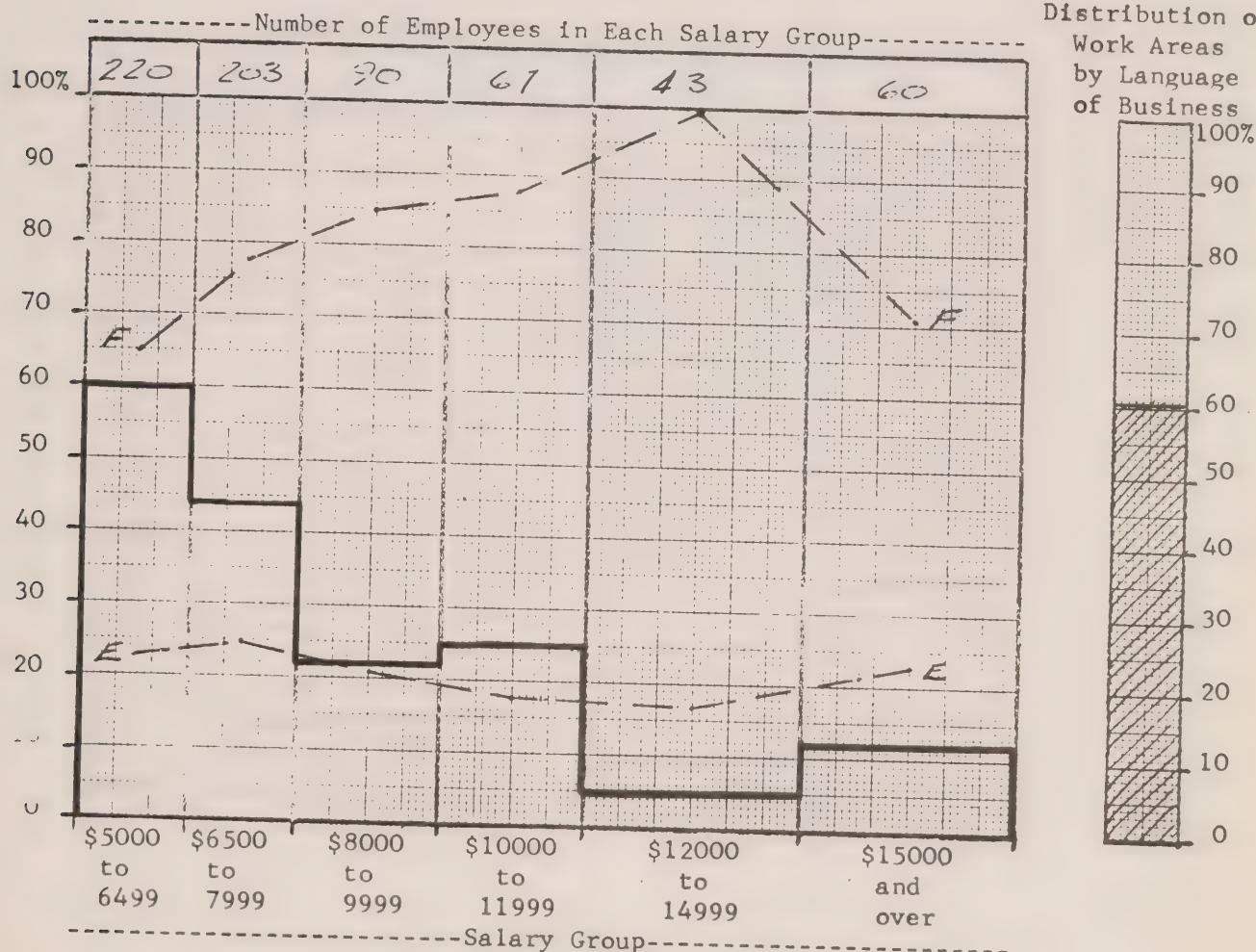
Location ALL

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.5-1.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:
 - Bar Chart at left shows per cent French-speaking.
2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:
 - Single Lines: French-speaking employees marked 'F'.
 - English-speaking employees marked 'E'.
3. Distribution of Work Areas by Language of Business:
 - Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location UKQ

Number of Firms 4 Total Number of Employees 683

Region MONTREAL

Function ALL

STUDY ON CORPORATE POLICIES AND PRACTICES
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3.2.2
CURRENT STATUS

CHART 16.1.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

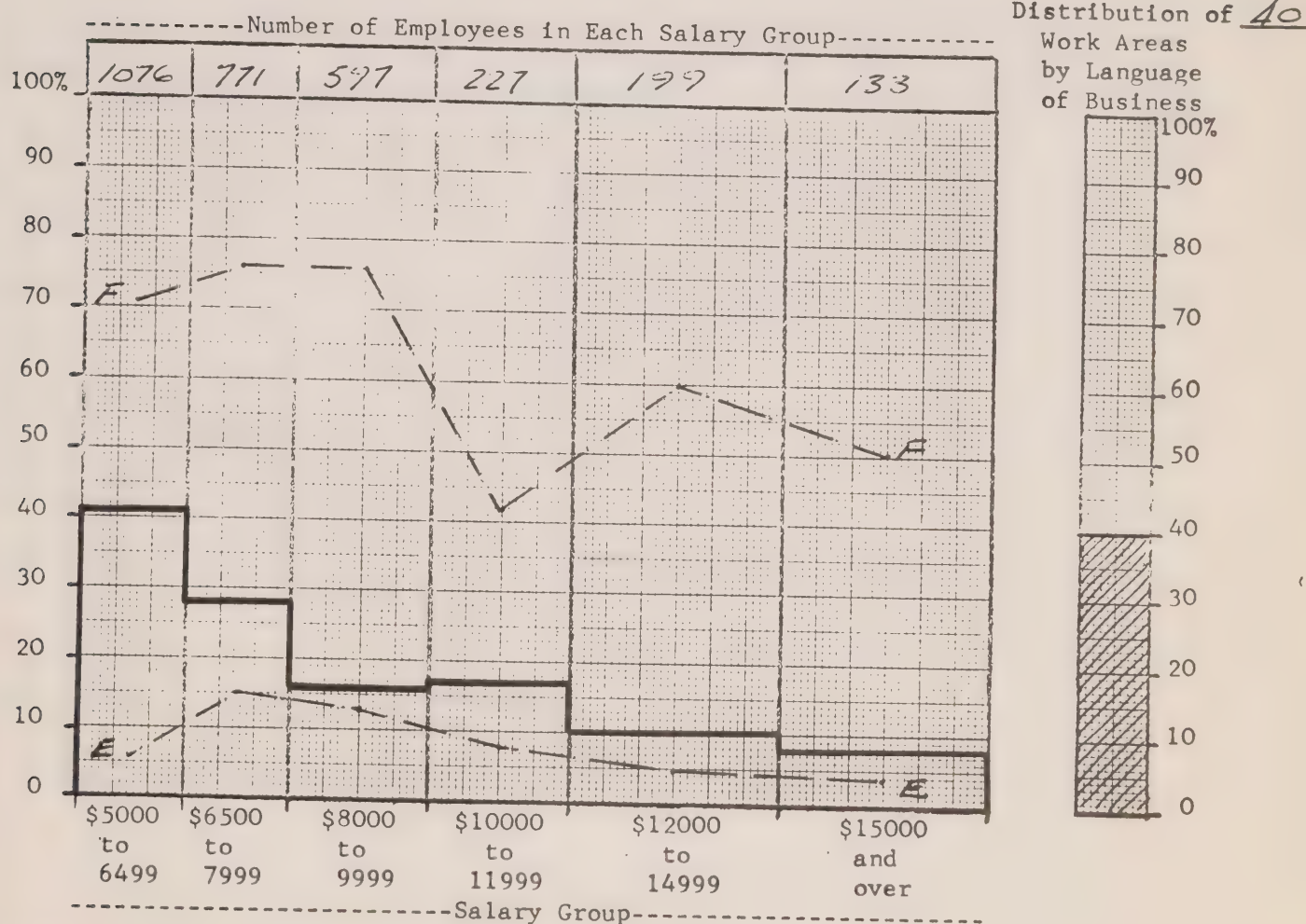
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location USQ

Number of Firms 5 Total Number of Employees 3003

Region MONTREAL

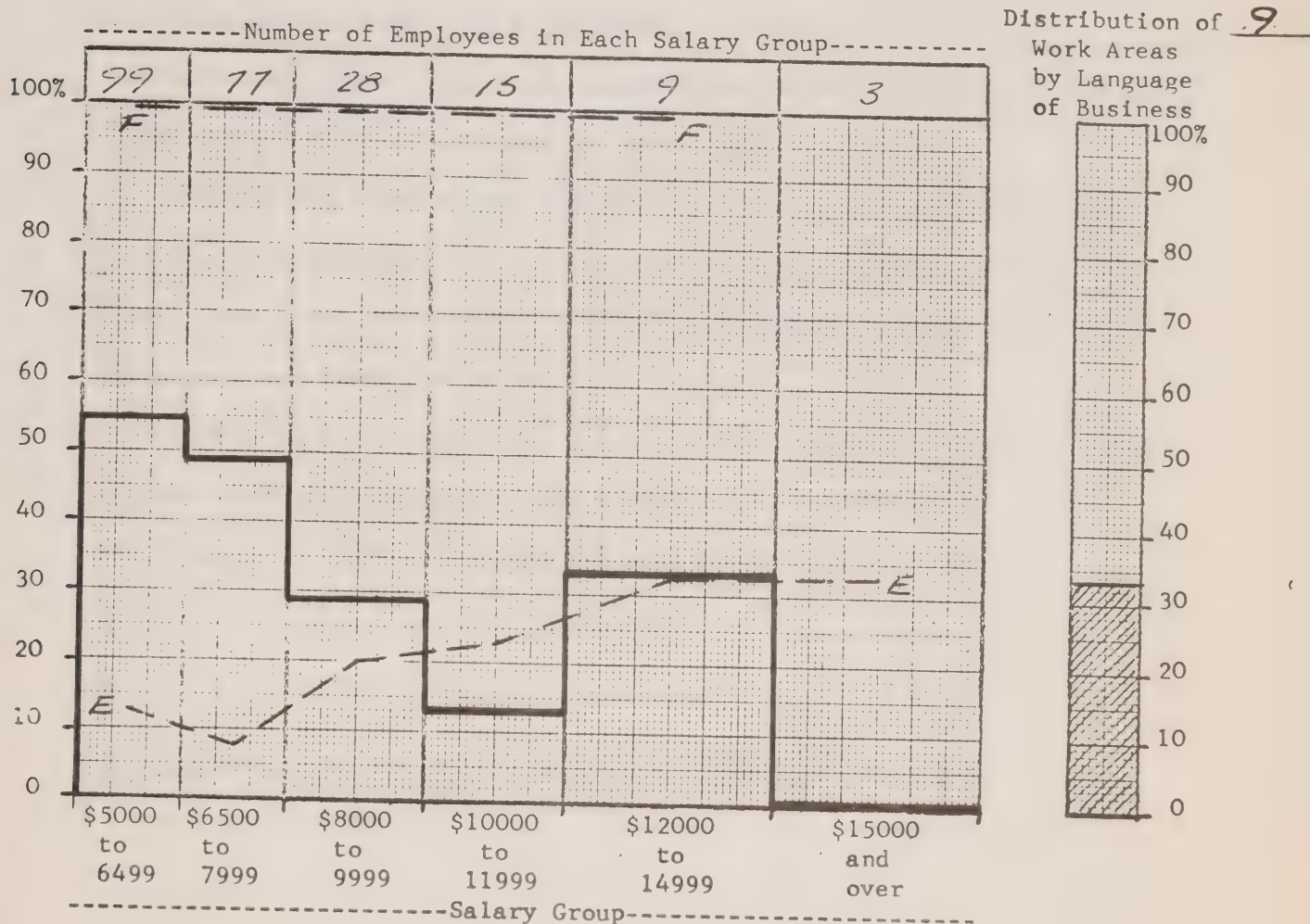
Function ALL

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.7.1.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:
- Bar Chart at left shows per cent French-speaking.
2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:
- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.
3. Distribution of Work Areas by Language of Business:
- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location USC

Number of Firms 2 Total Number of Employees 231

Region MONTREAL

Function ALL

3.2.1.3.2 Differences in the Quebec (Excluding Montreal) Region Due to
Ownership-Location Types

For some ownership-location types, such as ForFrQ, USQ and USC, the number of employees in the sample is so small that detailed analysis is not possible. General trends are evident, however.

FCQ firms employ nine English-Canadians in Quebec outside Montreal - all at salaries above \$ 8,000 per annum. Of these, four are in Manufacturing, three in Marketing and two in Finance & Accounting. ForFrQ firms hire no English-Canadians in this region.

ECQ and ECC firms repeat the pattern shown in the Montreal region.

All ownership-location types except USC firms operate unilingual French work areas. Unilingual English work areas are operated by ECQ and UKQ firms, and these involve most functions.

Of the 30 French-Canadians earning over \$ 15,000 per annum in this region, three are employed by FCQ firms, none by ForFrQ firms, 19 by ECQ firms, six by UKQ firms and one each by USC and ECC firms.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.1.2.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

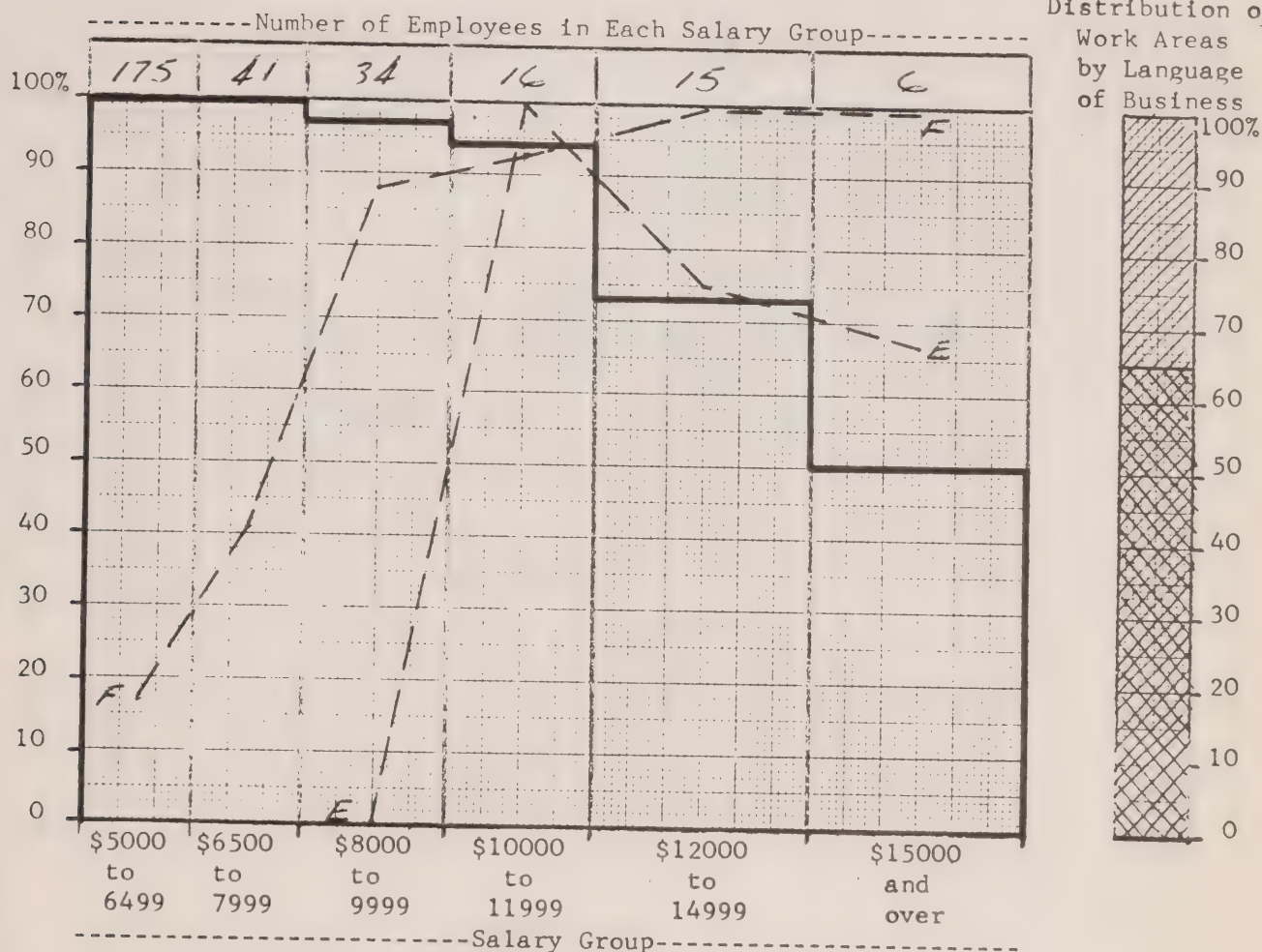
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location FCCP

Number of Firms 6 Total Number of Employees 287

Region QUEBEC EXCL MONTREAL

Function ALL

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.2.2.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

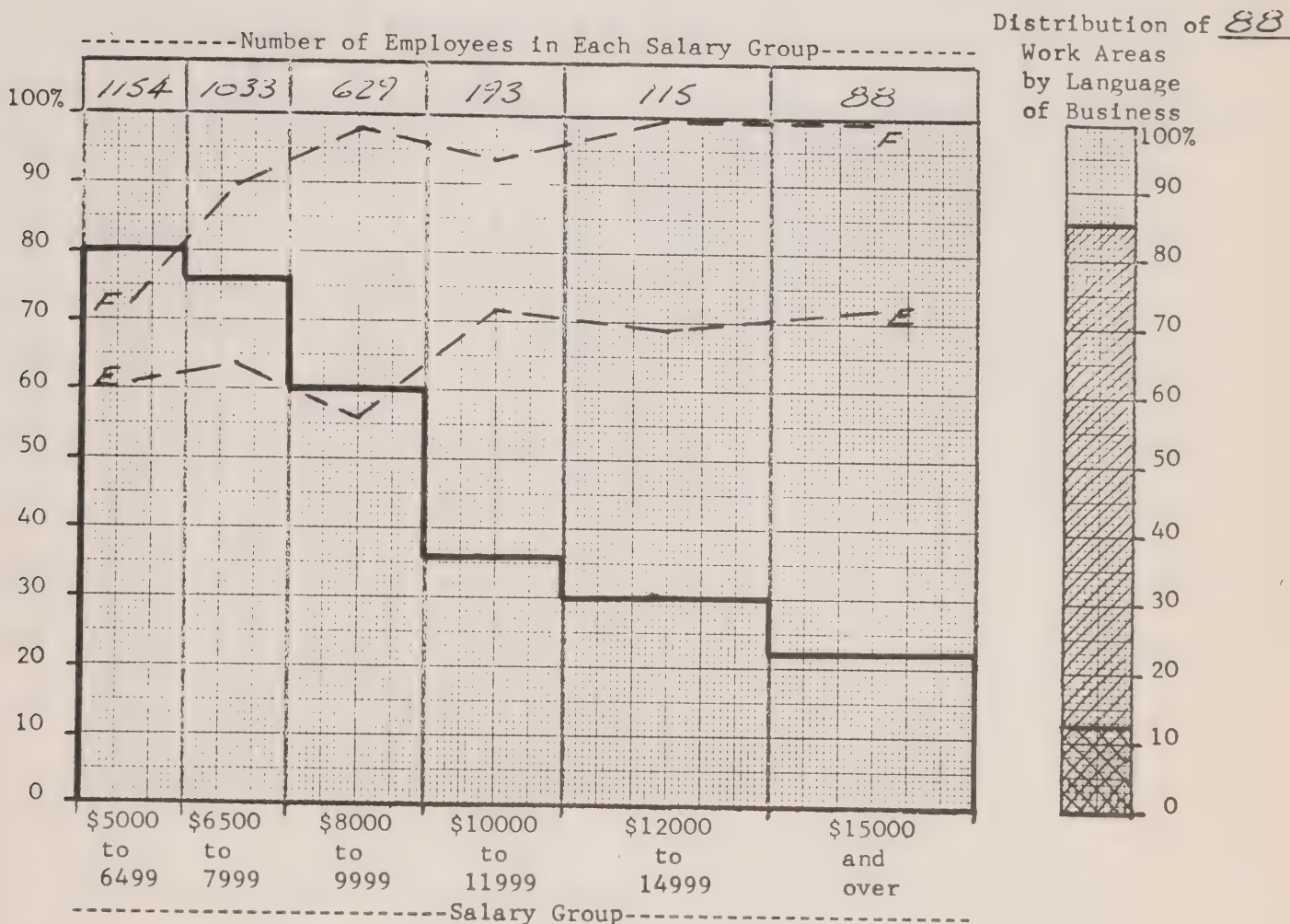
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



File TOTAL

Ownership - Location ECQ

Number of Firms 10 Total Number of Employees 3212

Region QUEBEC EXCL MONTREAL

Function ALL

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

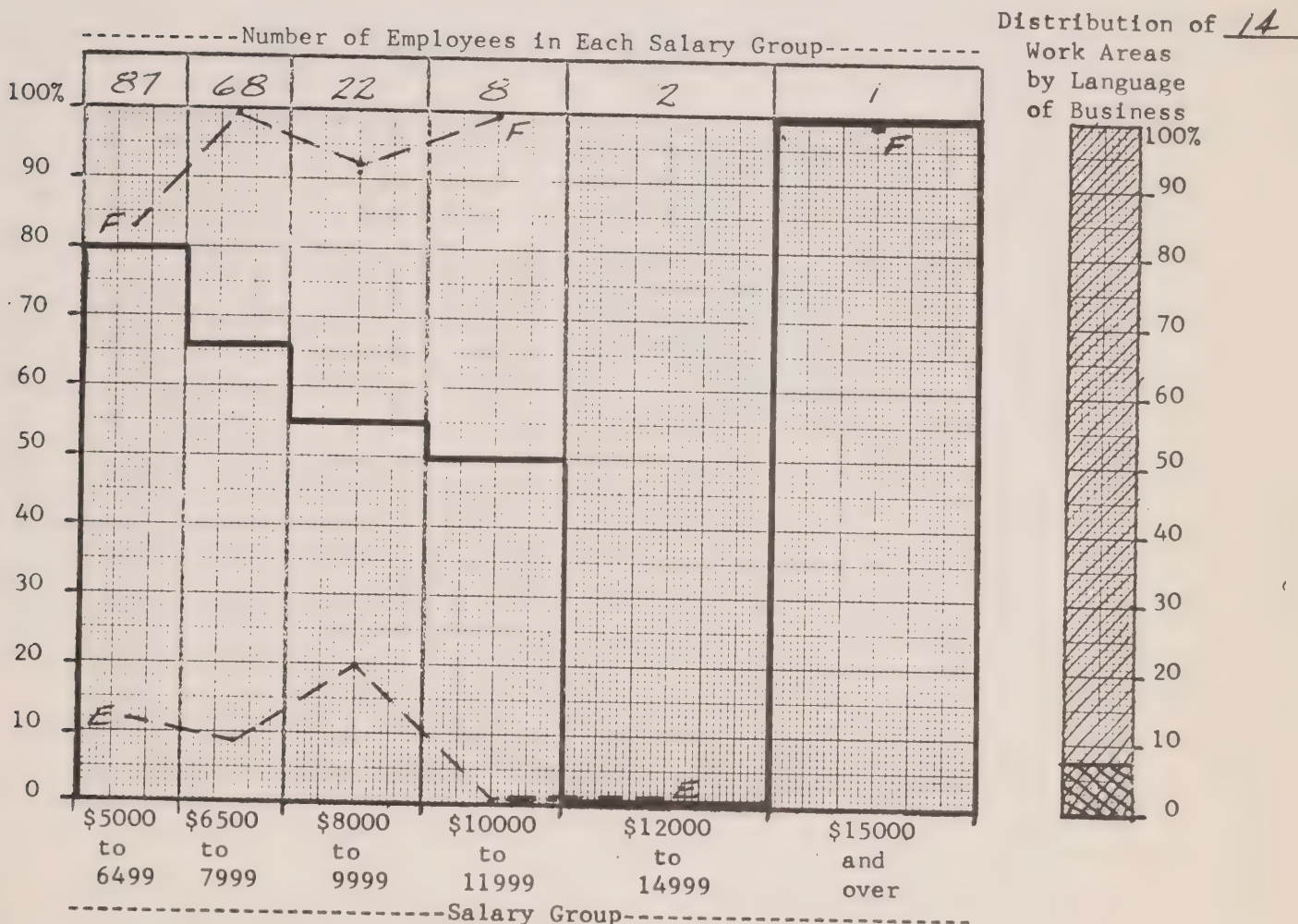
3.2.2
CURRENT STATUS

CHART 1.3.2.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:
- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:
- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location E.C.C.

Number of Firms 3 Total Number of Employees 188

Region QUEBEC EXCL MONTREAL

Function ALL

**STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM**

3.2.2
CURRENT STATUS

**CHART 1.4.2.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER**

1. Breakdown of Employees by Mother Tongue and Salary Group:

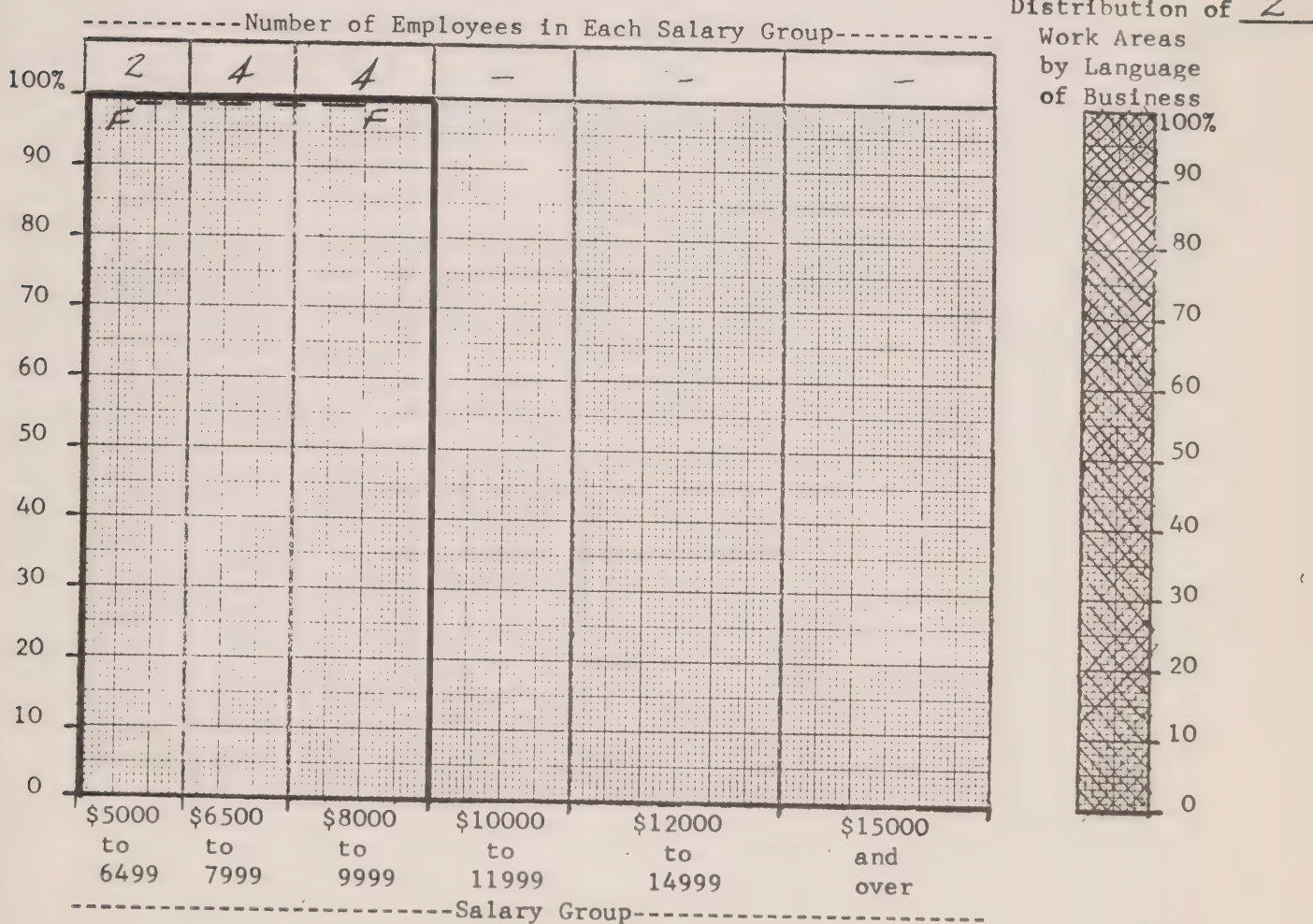
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location FOR FR Q

Number of Firms 2 Total Number of Employees 10

Region QUEBEC EXCL MONTREAL

Function ALL

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.5.2.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

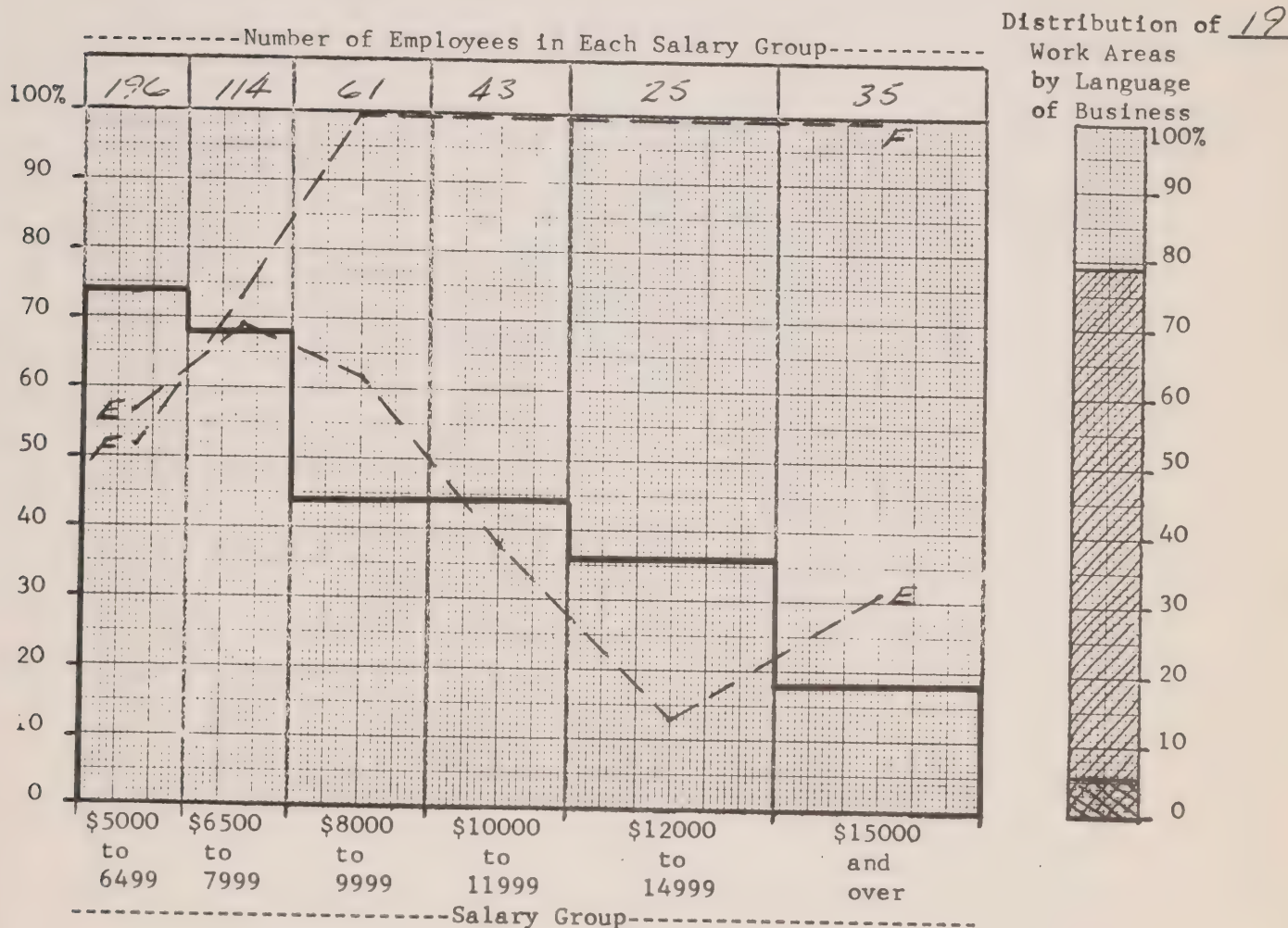
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location UKQ

Number of Firms 4 Total Number of Employees 474

Region QUEBEC EXCL MONTREAL

Function ALL

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.6.2.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

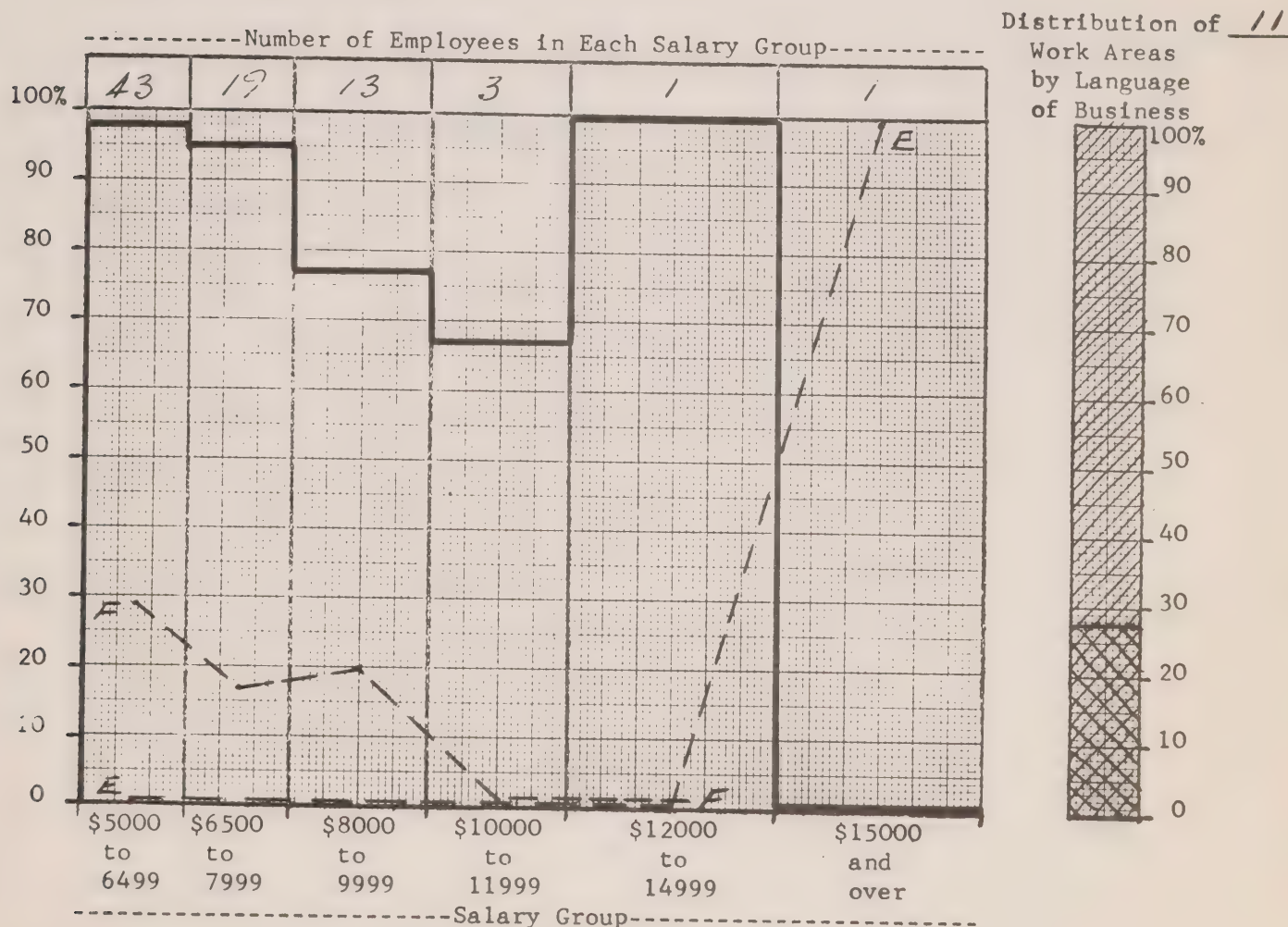
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location USA

Number of Firms 4 Total Number of Employees 80

Region QUEBEC EXCL MONTREAL

Function ALL

STUDY ON CORPORATE POLICIES AND PRACTICES
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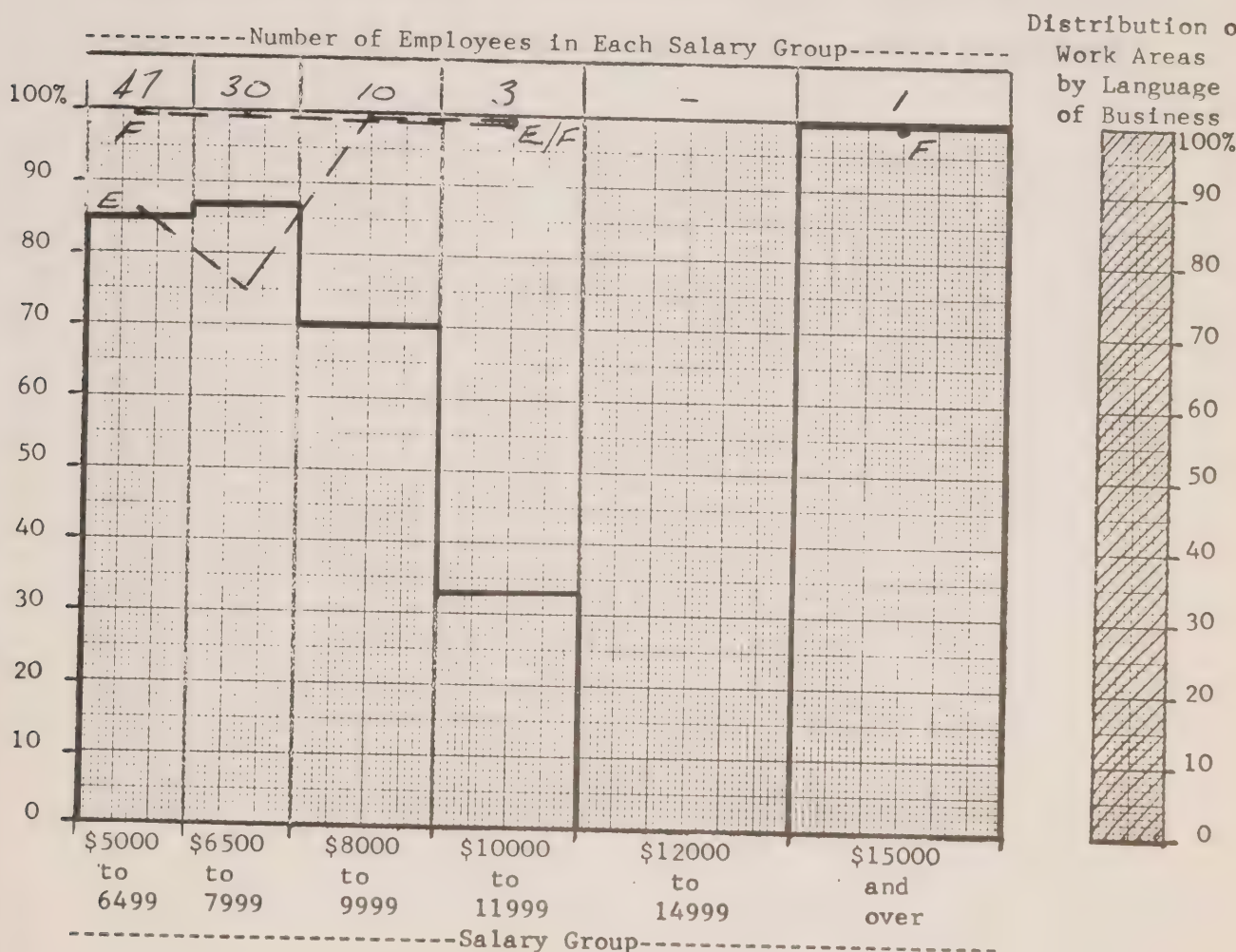
3.2.2
CURRENT STATUS

CHART 1.72.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:
- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:
- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location USC

Number of Firms 2 Total Number of Employees 91

Region QUEBEC EXCL MONTREAL

Function ALL

3.2.1.4 Differences Due to Function

In the following eight charts, differences in patterns of employment, bilingualism and language of business which might be due to the requirements of work in different functional areas are examined. These charts pertain to total salaried employment in each function by all sample firms. Following these are more detailed analyses, by ownership-location type, region and product type, of the practices encountered within each functional area.

CHART 1.O.O.1 (Manufacturing)

The largest functional area, as measured by size of employment (of salaried people earning over \$ 5,000 per annum) is Manufacturing. Here we would expect that, at least with regard to bilingual ability and the language of business, the chief factors influencing practice would be the language characteristics of the local labour force (indicated roughly by region) and the need for communicating within the firm both upward, for administrative purposes, and across, for technical reasons.

Chart 1.O.O.1 shows that the percentage representation of French-Canadians in each salaried group is about the same as the overall average. The proportion is a little higher in the lower salary groups and a little lower at the upper end of the scale. The bilingual requirements on both French- and English-speaking employees are slightly higher than average in all but the lowest salary groups. The distribution of work areas by language of business is similarly very close to the overall average.

For a discussion of differences in the Manufacturing function due to ownership-location type, see Section 3.2.1.4.1 (page 53).

CHART 1.0.0.1
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

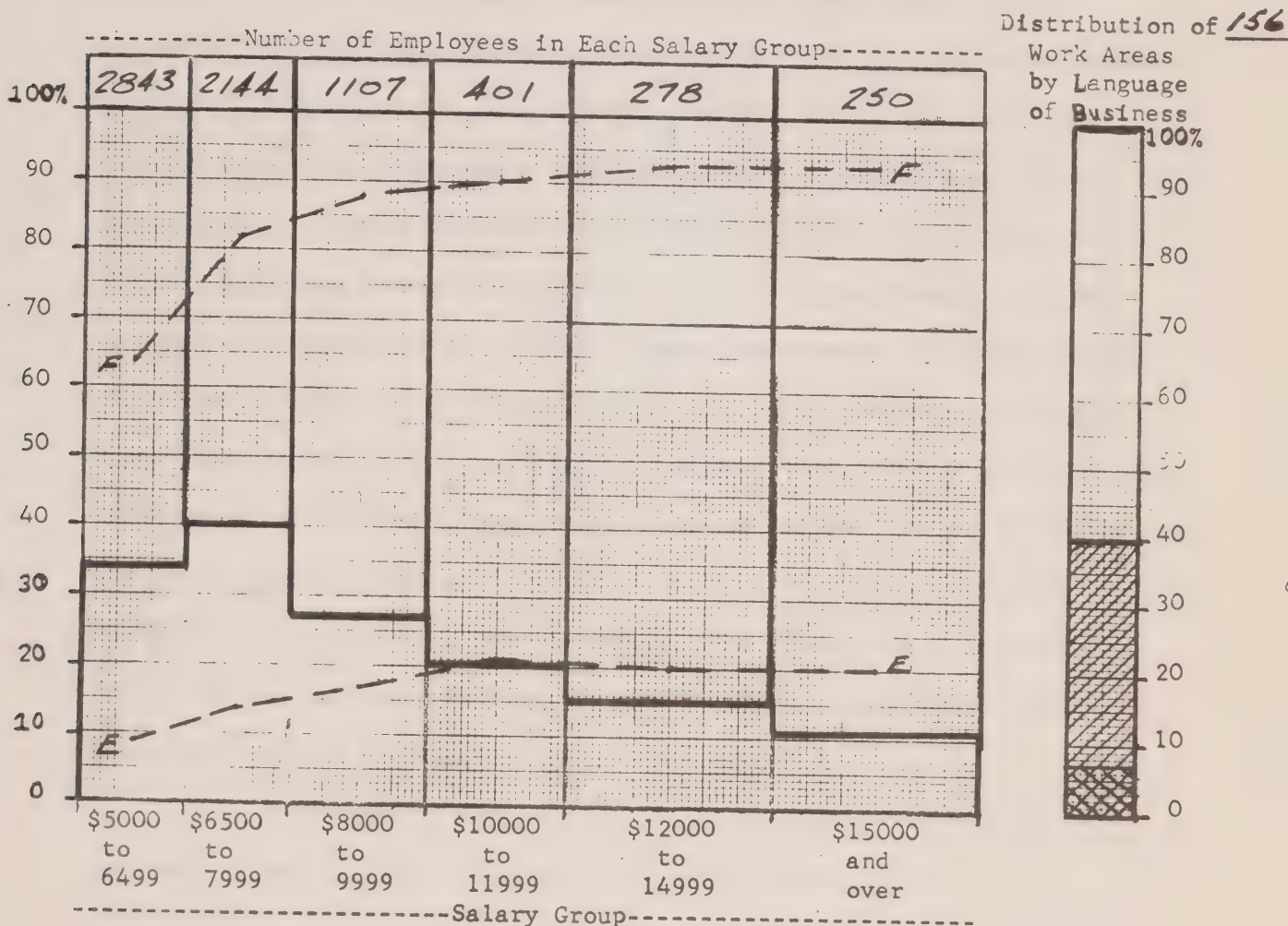
- Bar Chart on left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart on right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location ALL

Number of Firms 36 Total Number of Employees 7023

Region ALL

Function MANUFACTURING

CHART 1.0.0.2 (Marketing, Including Sales & Advertising)

In Marketing, the next largest functional area, the major influences dictating practices regarding bilingualism should be the location and language-of-use of the purchasers of the firm's product, as well as some internal factors which derive from the need to communicate with other departments. The percentage representation of French-Canadians in Marketing is also close to the overall average, but the divergencies are opposite to those encountered in Manufacturing. As Chart 1.0.0.2 indicates (when the transparency of Chart 1.0.0.0 is superimposed on it), the proportion of French-Canadians is lower than average in the lower salary groups, and above average at higher levels. The line showing this percentage is thus quite flat. The bilingual requirement on French-speaking employees is higher than average for the two lowest salary groups, and about equal to average for all higher income groups. For English-speaking employees, the bilingual requirement is below average for all income groups. The percentage of unilingual French work areas is significantly higher than average (10.6% vs 7.3%). This is higher than for any other functional area. The percentage of bilingual work areas is slightly lower than average (28.4% vs 34.3%).

For a discussion of differences in the Marketing function due to ownership-location type, see Section 3.2.1.4.2 (page 54).

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 10.0.2
EMPLOYEES EARNING \$ 6,000 a.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

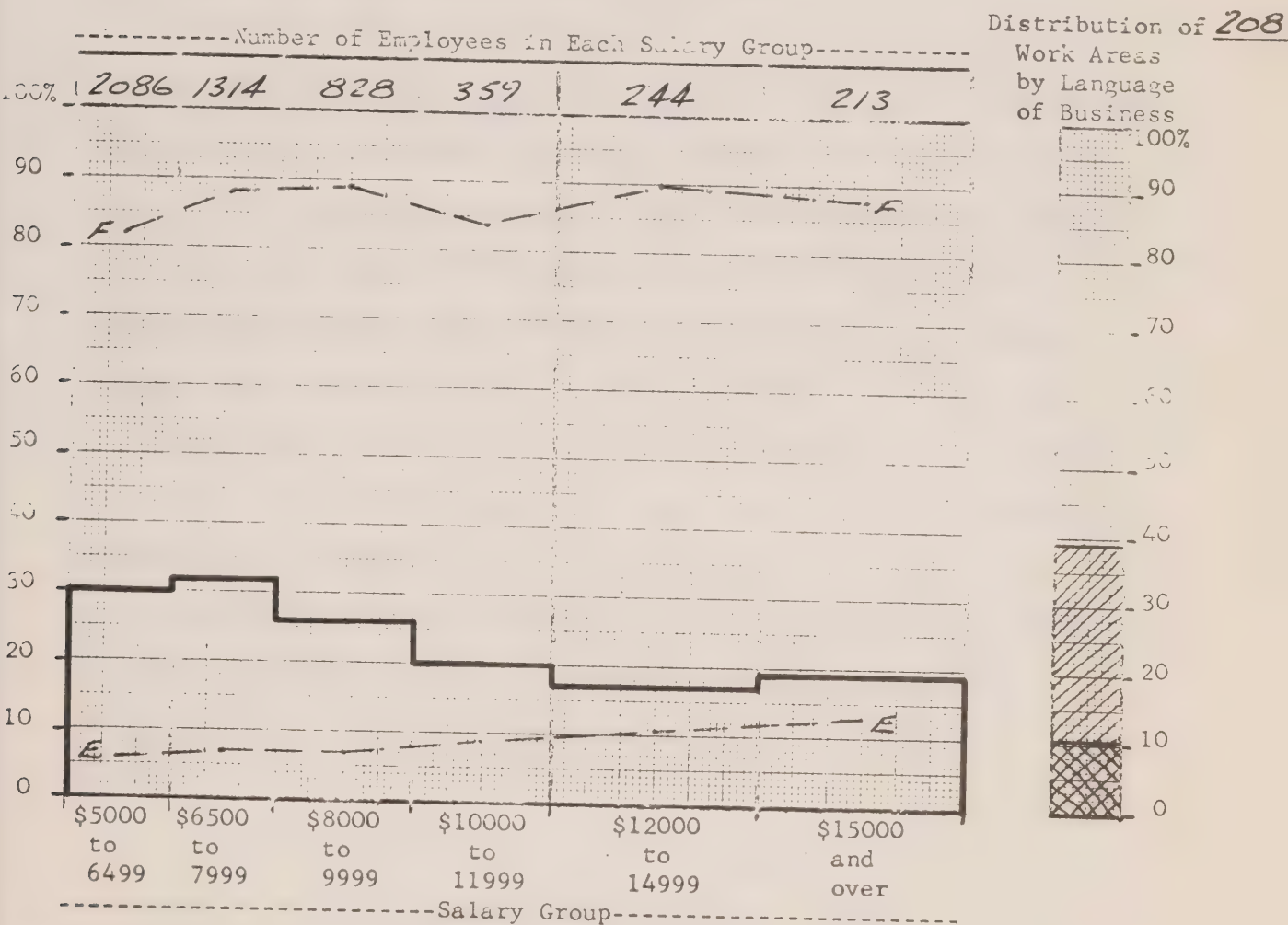
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F',
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample

TOTAL

Ownership - Location

ALL

Number of Firms

36

Total Number of Employees

5044

Region

ALL

Function

MARKETING

CHART 1.0.0.3 (Employee Relations)

Employee Relations is a relatively small functional area, but the nature of the work does involve frequent, and sometimes rather sensitive, contact with employees at all levels up to senior management. The characteristics of the workforce as a whole should therefore be an important determinant of practices in this area.

From Chart 1.0.0.3, we note that the percentage representation of French-Canadians is well above average in all salary groups, although the proportion still diminishes as salary increases. The bilingual requirement on French-speaking employees is very high at lower salary levels, and about equal to average (still high) in the two upper salary groups. For English-speaking employees, the bilingual requirement is well above average for all salary groups, but still below that for French-speaking employees. The proportion of unilingual French work areas is about equal to average, but the percentage of bilingual work areas is significantly higher (46.4% vs 34.3%).

For a discussion of differences in the Employee Relations function due to ownership-location type, see Section 3.2.1.4.3 (page 57).

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 10.0.3
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group by Bilingual Ability:

- Single Lines: French-speaking employees only.
- Dashed Lines: English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.

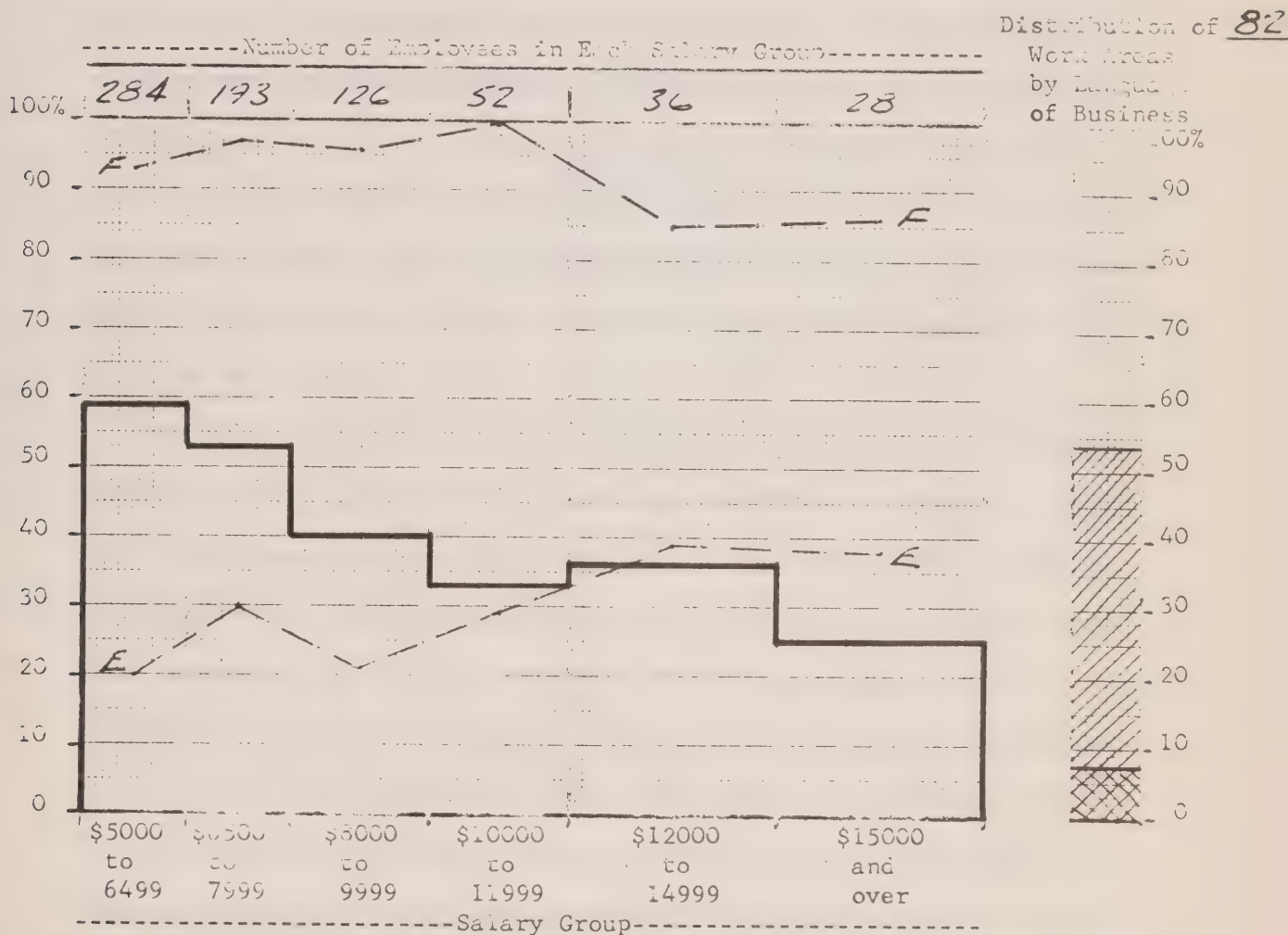


CHART 1.0.0.4 (Engineering and Research & Development)

Engineering and Research & Development together constitute the third largest functional area in our sample. Patterns of employment here reflect the availability of technically-educated people, while work practices are affected by external factors such as the source-language of technical information, as well as internal factors stemming from the need to communicate with other departments within each firm.

The percentage representation of French-Canadians is significantly below average in all salary groups, as are the bilingual requirements on both French- and English-speaking employees. The proportion of unilingual work areas, at 62.8 per cent, is higher here than for any other functional area. The percentages of both unilingual French and bilingual work areas are less than average.

For this functional area, it is possible to make a rough estimate of the availability of both French- and English-Canadians having the necessary educational qualifications, and compare this with sample findings. Our figures on availability are necessarily limited to engineering graduates, and it is, of course, well known that not all people working in this functional area must be engineers. Equally, not all graduate engineers are working in this functional area. For these and a number of other reasons (including the fact that all engineers who graduated from universities outside Canada are not included in the measure of availability), our comparison is a very rough one, indeed.

The following table repeats the percentage representation of French-Canadians shown on Chart 1.0.0.4. Against these figures are shown the graduates in engineering from French-Canadian universities expressed as

a percentage of all engineering graduates from all Canadian universities. Since, in addition, a significant number of French-Canadians have graduated in engineering from McGill University (they represent between 13 and 18 per cent of all McGill engineering graduates over the past twenty years), this number has been added to the number of graduates of French-language universities to obtain an upper-range estimation of the percentage of French-Canadians in the total. Note the link which has been made between salary level and years since graduation.

TABLE 3.2.2

(Large Firms)

FRENCH-CANADIAN ENGINEERS AS PERCENTAGE OF TOTAL

<u>SAMPLE DATA</u>		<u>ALL GRADUATES</u>		
<u>Salary Group</u>	<u>% French-Canadian</u>	<u>% From French-Language Universities</u>	<u>% Including French-Canadian McGill Graduates</u>	<u>Year Of Graduation</u>
\$				
5,000- 6,500	32)		
6,500- 8,000	27) 17	18	1960-64
8,000-10,000	16	12	14	1955-59
10,000-12,000	12	7	9	1950-54
12,000-15,000	11	6	8	1945-49
Over 15,000	10	9	10	1940-44

The interesting fact brought out by this table is that, although the representation of French-Canadians in this functional area is low, it is significantly greater than what might have been expected on the basis of availability. If it had been possible to include engineering graduates from universities in other countries in our data, the comparison would have been even more striking.

For a discussion of differences in the Engineering and Research & Development function due to ownership-location type, see Section 3.2.1.4.4 (page 59).

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3.2.2
CURRENT STATUS

CHART 10.0.4
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

Breakdown of Employees by Mother Tongue and Salary Group:

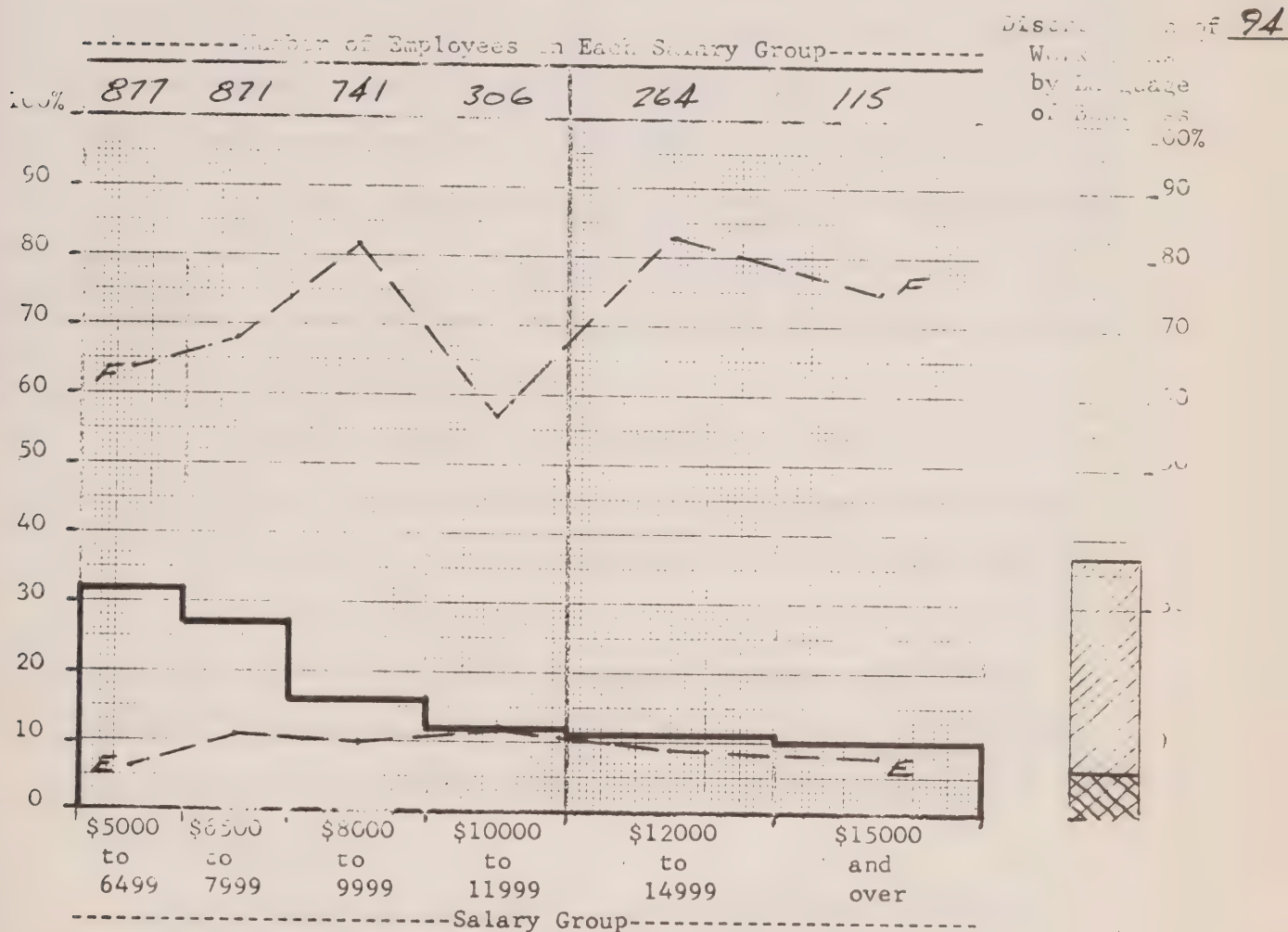
- Bar chart at left shows per cent French-speaking.

Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent bilingual.



Sample TOTAL

Ownership - Location ALL

Number of Employees 36 Total Number of Employees 3174

Region ALL

Function ENGINEERING + R&D

CHART 1.0.0.5 (Finance and Accounting)

Finance and Accounting is the fourth largest functional area in the sample. Here, the availability factor is not as restrictive as in engineering, for one of the oldest institutions in Canada devoted to education in business is l'Ecole des Hautes Etudes Commerciales de Montréal. Although at first many of its graduates tended to favour private practice in chartered accountancy, more and more of them have been turning to larger firms as places of employment in recent years. Factors such as this are reflected on Chart 1.0.0.5, where it is shown that the percentage representation of French-Canadians is above average in the first salary group, and almost exactly equal to average in the next three. In the two upper salary groups, however, representation is only two-thirds of overall average.

The bilingual requirements are conditioned by the need for communication within the firm between all departments and general management or ownership. For French-speaking employees, the requirement is well below average at first, but it rises to 100 per cent for the two upper salary groups. For English-speaking employees, the bilingual requirement is almost equal to average at first, but then it diminishes both relatively and absolutely with increasing income and level of responsibility.

The percentages of unilingual French and bilingual work areas are both less than for all functional areas taken together.

For a discussion of differences in the Finance and Accounting function due to ownership-location type, see Section 3.2.1.4.5 (page 60).

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3.2.2
CURRENT STATUS

CHART 10.0.5
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

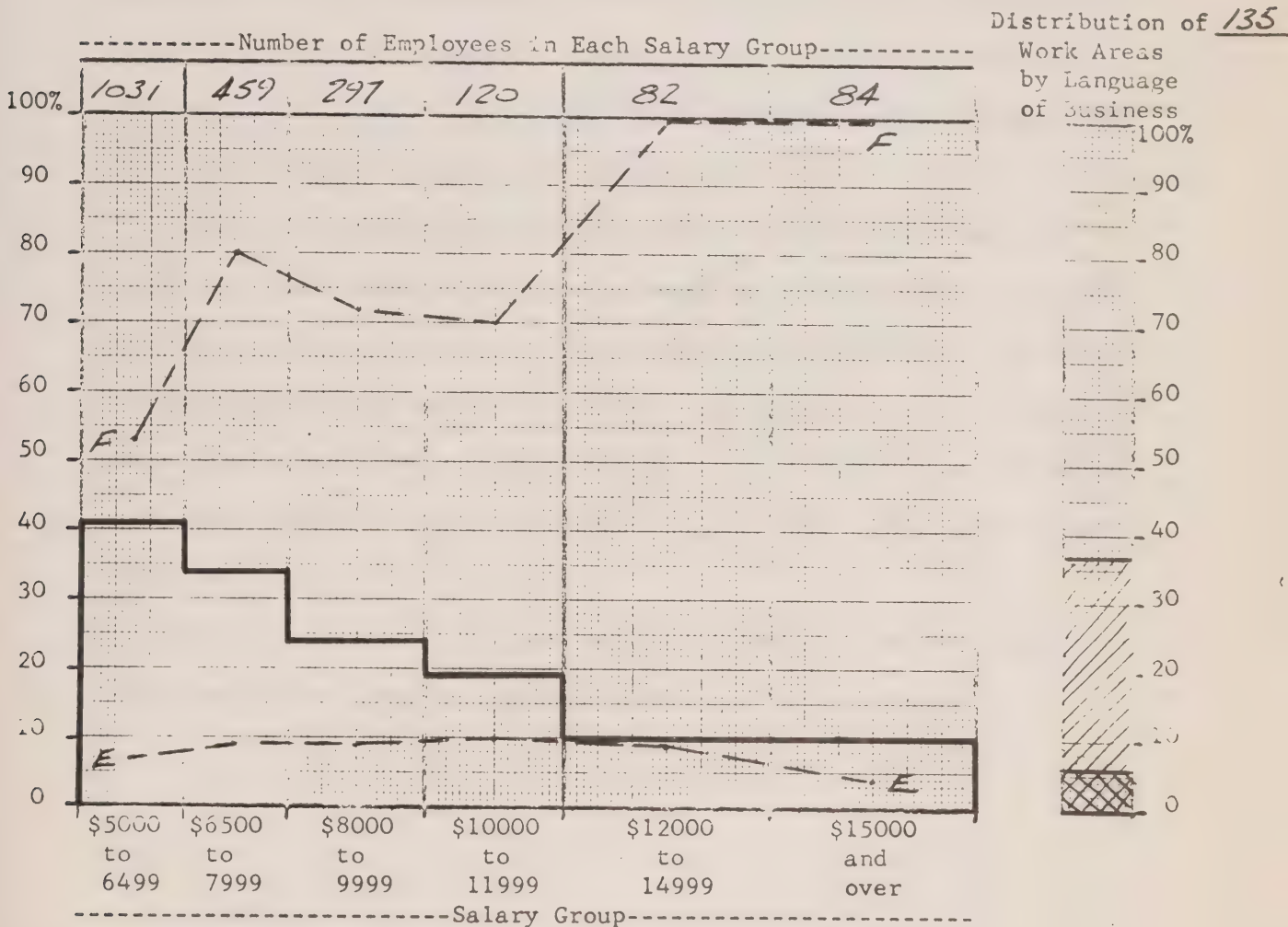
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
 English-speaking employees marked 'E'.

3. Distribution of Work Areas - by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample	<u>TOTAL</u>	
Ownership - Location	<u>ALL</u>	
Number of Firms	<u>36</u>	Total Number of Employees <u>2073</u>
Region	<u>ALL</u>	
Function	<u>FINANCE & ACCOUNTING</u>	

CHART 1.0.0.6 (Public Relations)

The Public Relations functional area is by far the smallest, in terms of employment, of any examined in the sample, but it is subject to considerable influence from the social environment of the firm. Study of the characteristics of this area is made difficult, however, by the apparent tendency of many sample firms to include public relations in the duties of general management. In fact, nearly all sample employment in this functional area occurs in only four ownership-location types (ECQ, ECC, UKQ and USQ) with one, ECQ, dominant.

Despite this bias toward English-speaking ownership types, the percentage representation of French-Canadians is well above average in all salary groups. Similarly, the bilingual requirements on both French- and English-speaking employees is high. The proportion of bilingual work areas is also well above average (57.2% vs 34.3%) and the proportion of unilingual English work areas (33.3%) is the lowest encountered in any functional area.

For a discussion of differences in the Public Relations function due to ownership-location type, see Section 3.2.1.4.6 (page 61).

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3.2.2
CURRENT STATUS

CHART 1.0.0.6
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

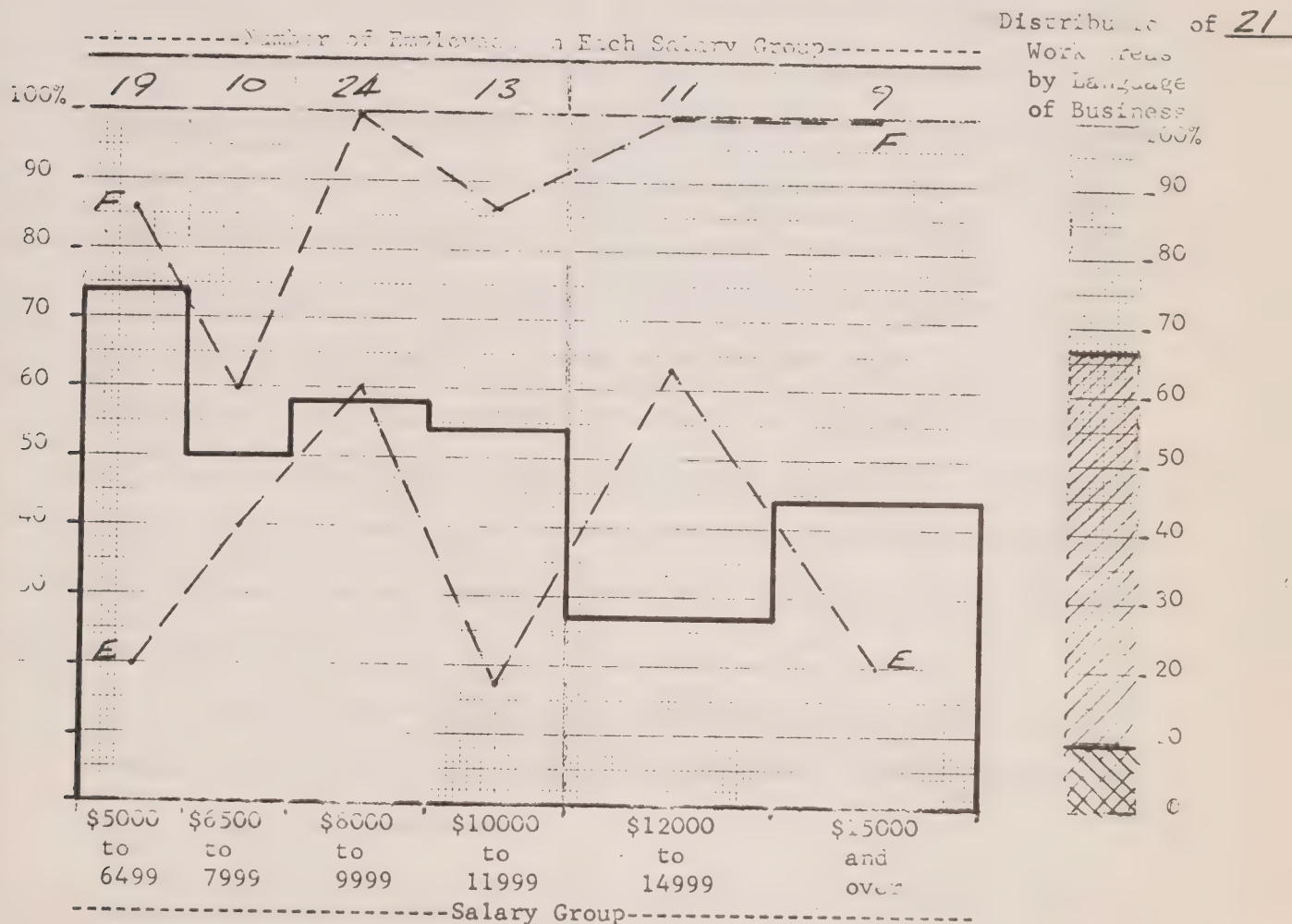
- Bar Chart at left shows per cent.

2. Percentage of Employees in Each Salary Group Who Possesses Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample

TOTAL

Ownership - Location

ALL

Number of Firms

36

Total Number of Employees

86

Region

ALL

Function

PUBLIC RELATIONS

FCQ	1
ECQ	68
ELC	5
FRFQ	0
UKQ	8
USQ	4
USC	0

CHART 1.0.0.7 (Purchasing)

The characteristics of the Purchasing functional area should reflect the language of business used by the firm with its suppliers. In general, purchasing is done at two levels. At the local, or plant, level, a relatively large number of diverse, small-volume supplies are handled, while purchases of raw materials, or major equipment (which are smaller in number but far greater in value) are usually obtained through contracts negotiated at head office. Sometimes this latter function is handled by general management - especially in the smaller firms. For large purchases, the language used will be that of supplier companies in Canada and elsewhere; it will not necessarily reflect regional characteristics.

The percentage representation of French-Canadians is generally lower than average, dropping to zero in the highest salary level. For both English- and French-speaking employees, the bilingual requirements are generally higher than average, rising quite substantially for English-speaking people in the salary range in which there are no French-Canadians. The distribution of work areas by language of business is about the same as average.

In summary, no very significant trends appear in the overall data. We shall have to look at the breakdown by ownership-location type and by region to test our hypotheses.

For a discussion of differences in the Purchasing function due to ownership-location type, see Section 3.2.1.4.7 (page 62).

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WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 10.0.7
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

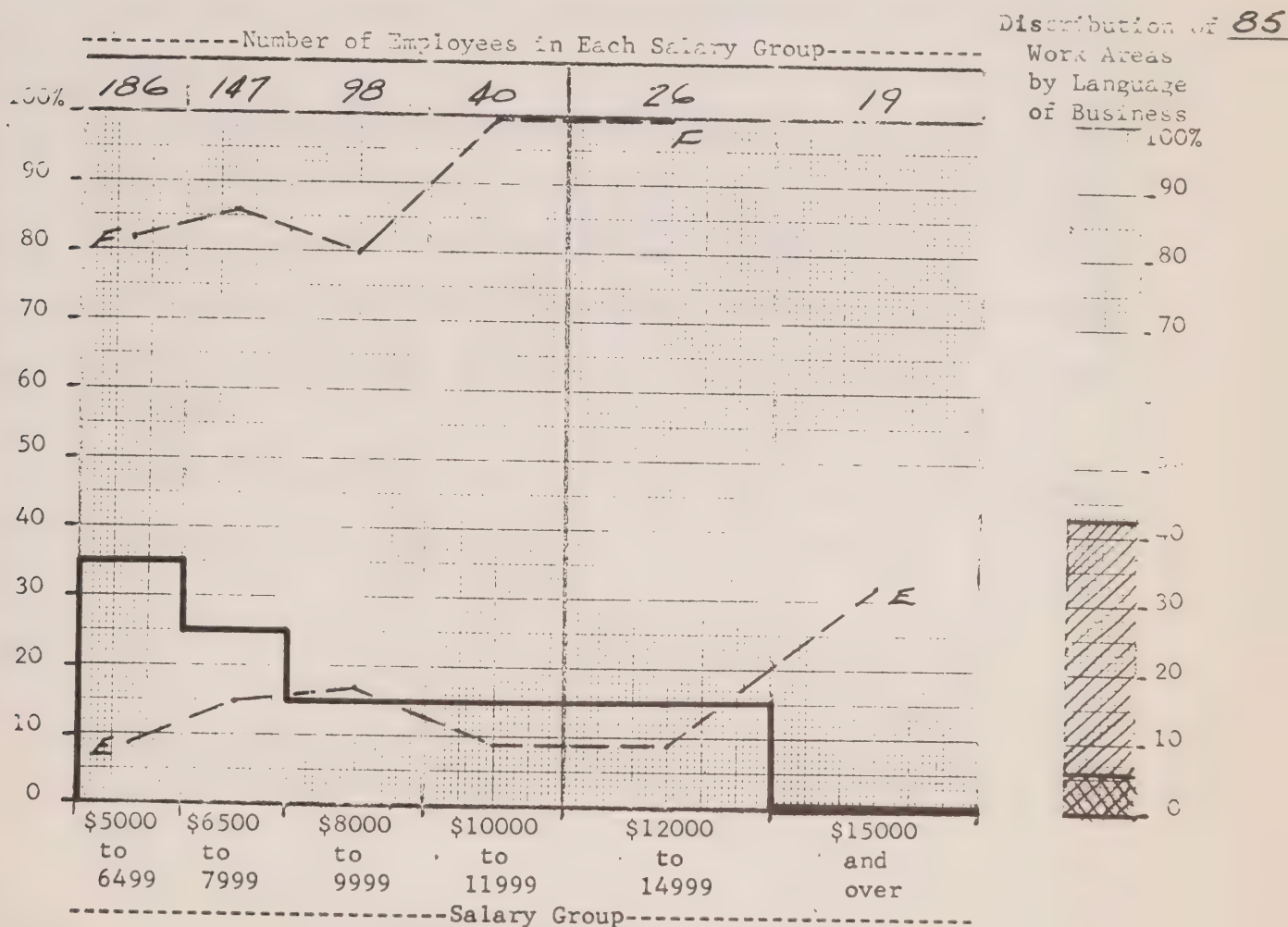
- Bar Chart at right shows per cent French-speaking.

Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
- English-speaking employees marked 'E'.

Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent bilingual.



Sample TOTAL

Ownership - Location ALL

Number of Firms 36 Total Number of Employees 516

Region ALL

Function PURCHASING

CHART 1.O.O.8 (All Other Functional Areas)

This miscellaneous group comprises all functional areas not specified earlier. It therefore covers such diverse activities as data processing, legal and secretariat work and general management. To some extent, therefore, the nature of function included will vary by salary level. This may be the reason, for example, for the sharp fluctuations of the line depicting the bilingual requirement on French-speaking employees.

The proportion of French-Canadians is greater than average at all salary levels except one (\$ 6,500 to 8,000 p.a.). In general, the bilingual requirement is less than average for French-speaking employees and higher than average for English-speaking employees. The distribution of work areas by language of business is about the same as for the sample as a whole.

For a discussion of differences in the Other Functional Areas due to ownership-location type, see Section 3.2.1.4.8 (page 64).

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 10.0.8
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

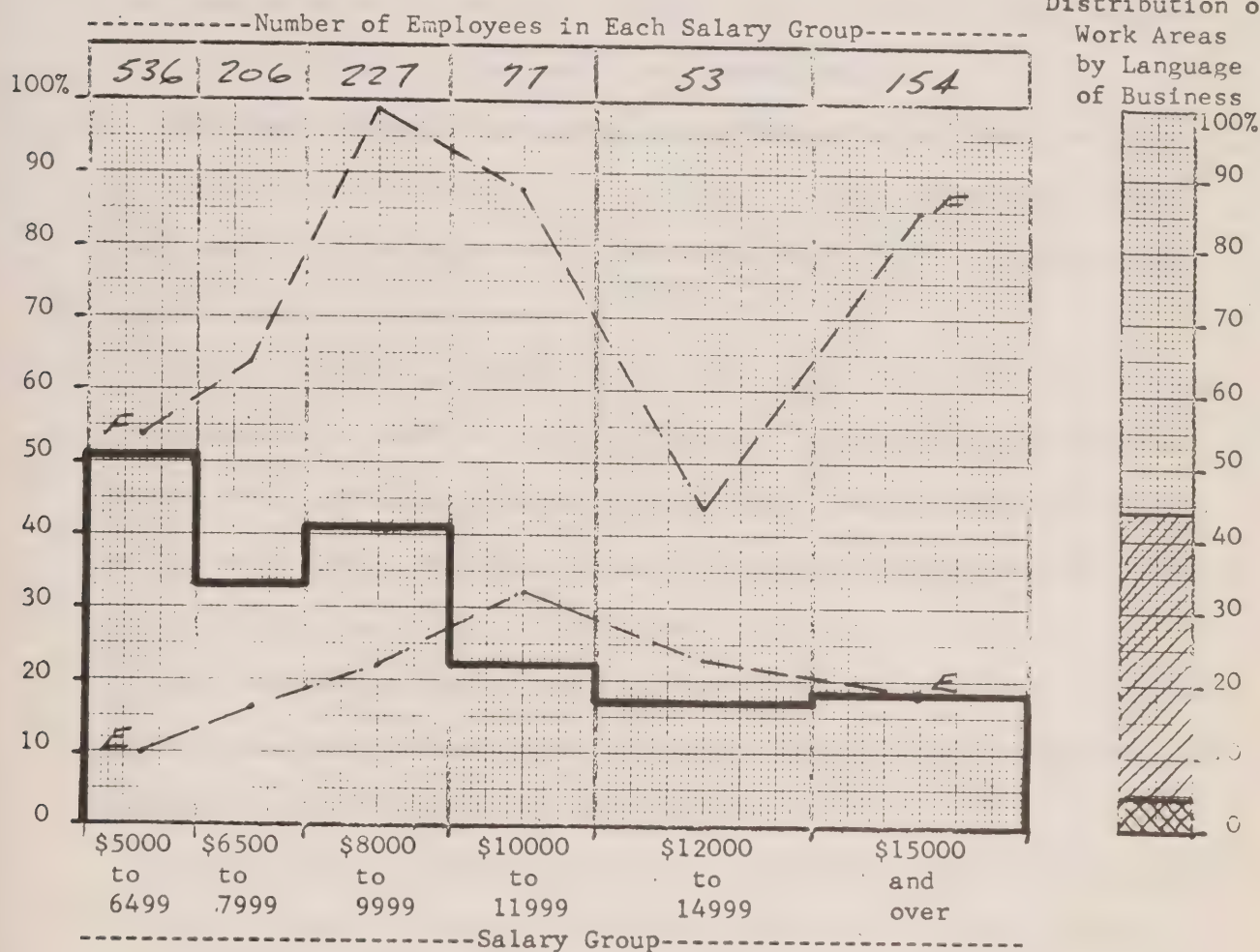
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample	<u>TOTAL</u>	
Ownership - Location	<u>ALL</u>	
Number of Firms	<u>36</u>	Total Number of Employees <u>1253</u>
Region	<u>ALL</u>	
Function	<u>"OTHER"</u>	

3.2.1.4.1 Differences in the Manufacturing Function Due to Ownership-Location Type

Differences in the Manufacturing function due to ownership-location type generally repeat the pattern noted for total employment.

In all cases, except FCQ and ForFrQ firms, the percentage representation of French-Canadians declines with increasing salary. In FCQ firms, the U-shaped curve is once more apparent, while in ForFrQ firms, all but one of the 55 people in the sample are French-speaking.

The total number of employees in the Manufacturing functional area is 7,023, of which 2,281, or 32.5 per cent, are French-Canadian. ECQ firms employ most of these (62.5 per cent), while FCQ and ForFrQ firms, together, employ 8.6 per cent.

The bilingual requirement on French-speaking employees, which is high in all ownership-location types, is generally above average in FCQ and ForFrQ firms, and below average in ECC firms. The bilingual requirement on English-speaking employees is above average in FCQ, ECQ and UKQ firms, and it is very low in ECC and USC firms.

All ownership-location types operate bilingual work areas. There are no unilingual English work areas in FCQ and ForFrQ firms, and no unilingual French work areas in ECC, UKQ and USC firms.

Because of the predominance of ECQ firms, Chart 1.2.12.1 is included, showing employment in Manufacturing in Montreal and the rest of Quebec. It repeats the same pattern as 1.2.0.1 (All Regions), except that the bilingual requirement on English-speaking employees is higher still, the percentage representation of French-Canadians is higher in all salary groups, and the proportion of unilingual French and bilingual work areas is much greater.

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WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

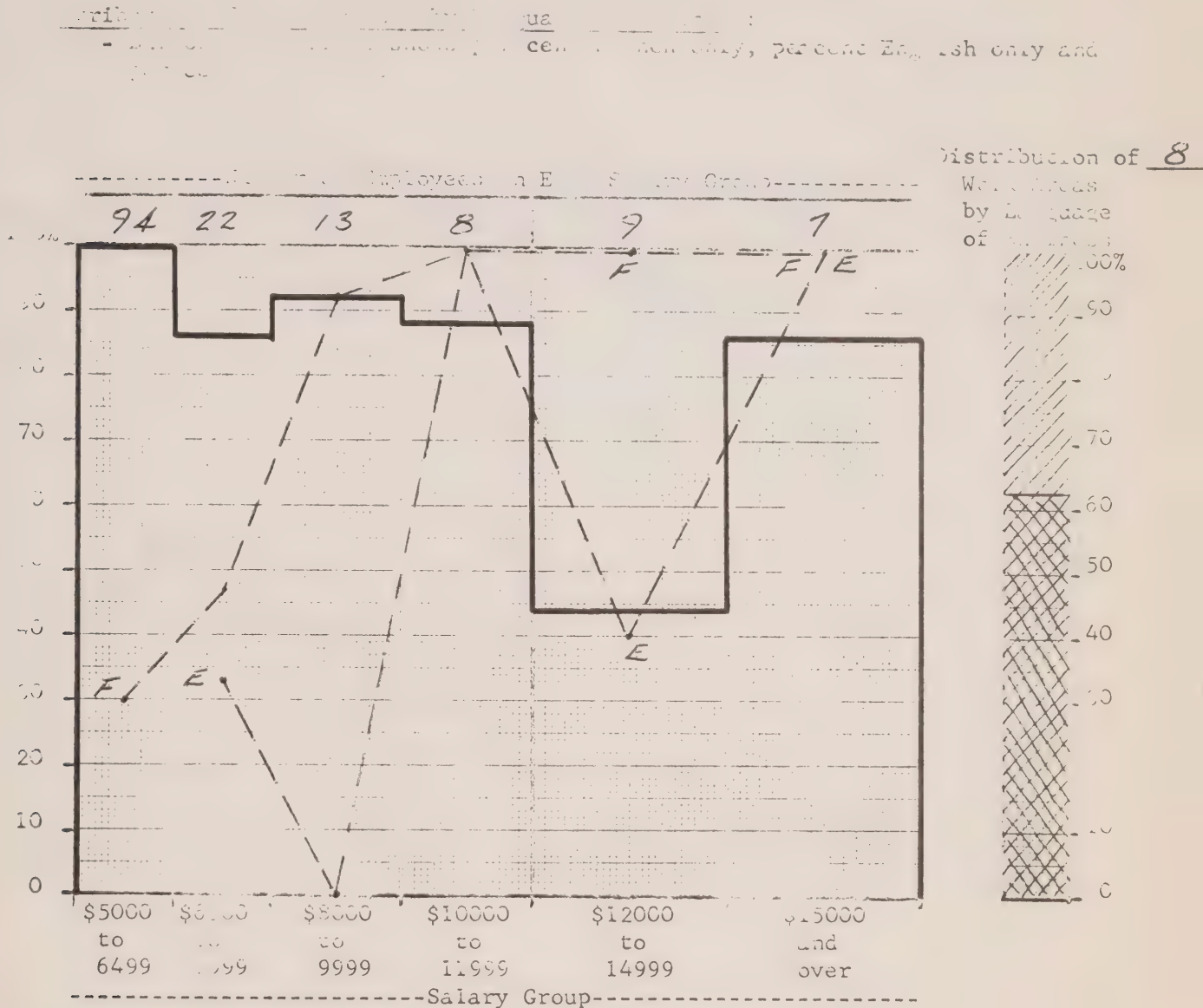
CHART 1.10.1
EMPLOYEES EARNING \$ 5 000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single line graph showing per cent bilingual jobs marked 'B'.
- Dashed line graph showing per cent English only and French only marked 'E'.



Sample TOTAL

Ownership - Location FCQ

Number of Firms 6 Total Number of Employees 153

Region ALL

Function MANUFACTURING

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3.2.2
CURRENT STATUS

CHART 12.0.1
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

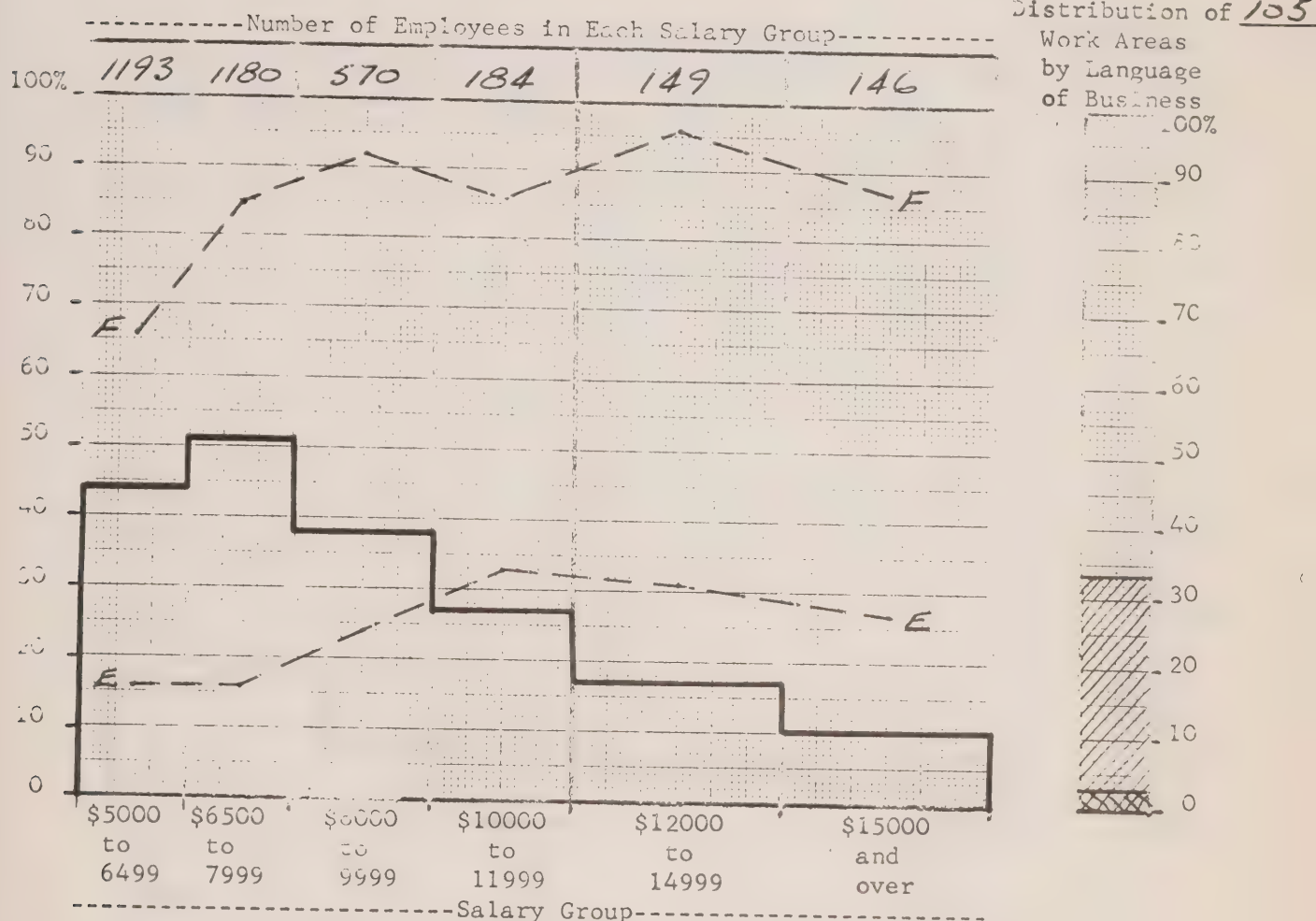
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location ECQ

Number of Firms 12 Total Number of Employees 3422

Region ALL

Function MANUFACTURING

STUDY ON CORPORATE POLICIES AND PRACTICES
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3.2.2
CURRENT STATUS

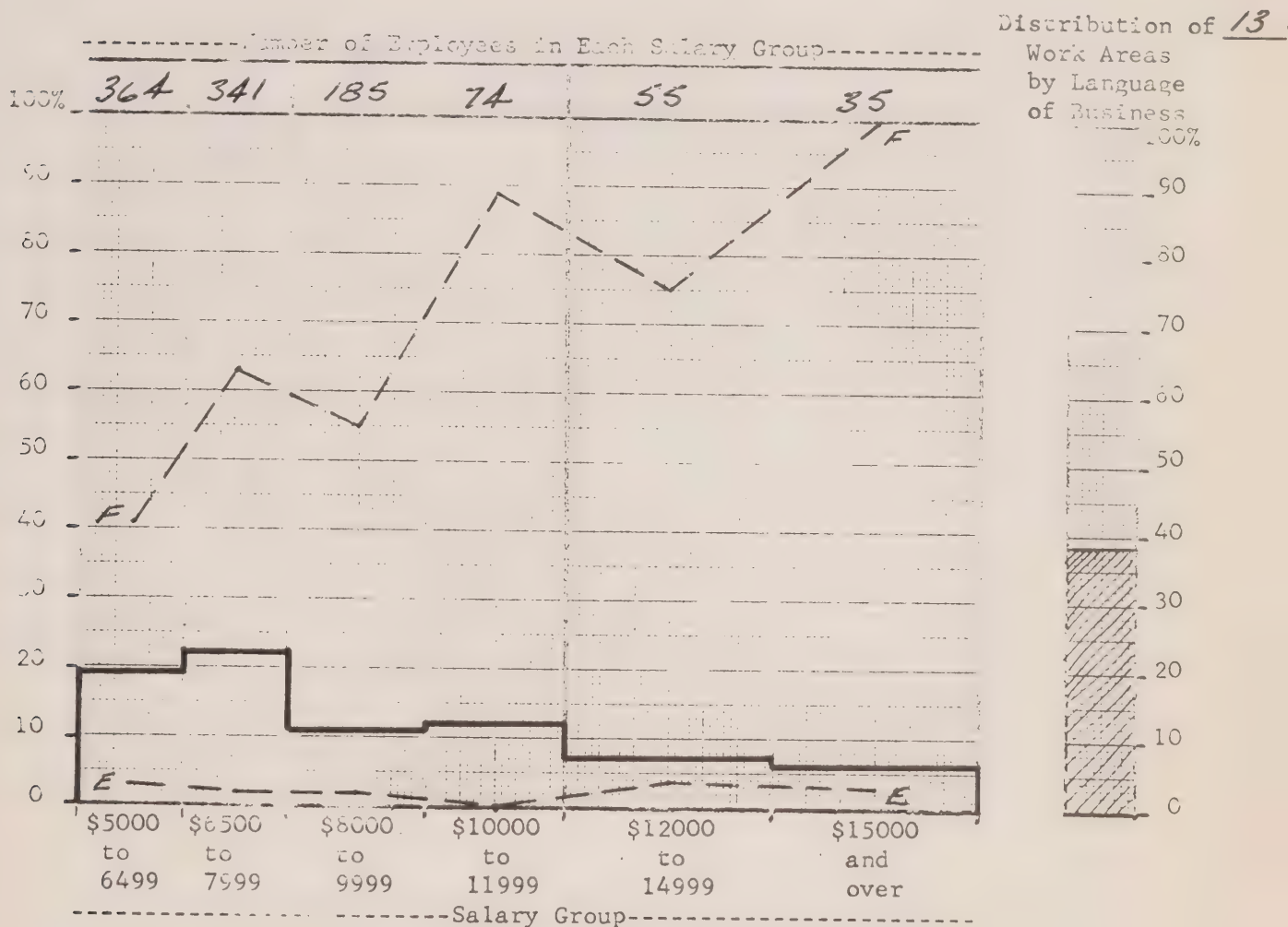
CHART 1.3.0.1
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:
- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Employees by Language of Business:

- Bar chart at right shows per cent French only, per cent English only and per cent bilingual.



Sample TOTAL

Ownership - Location ECC

Number of Firms 4 Total Number of Employees 1054

Region ALL

Function MANUFACTURING

STUDY ON CORPORATE POLICIES AND PRACTICES
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3.2.2
CURRENT STATUS

CHART 14.0.1
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

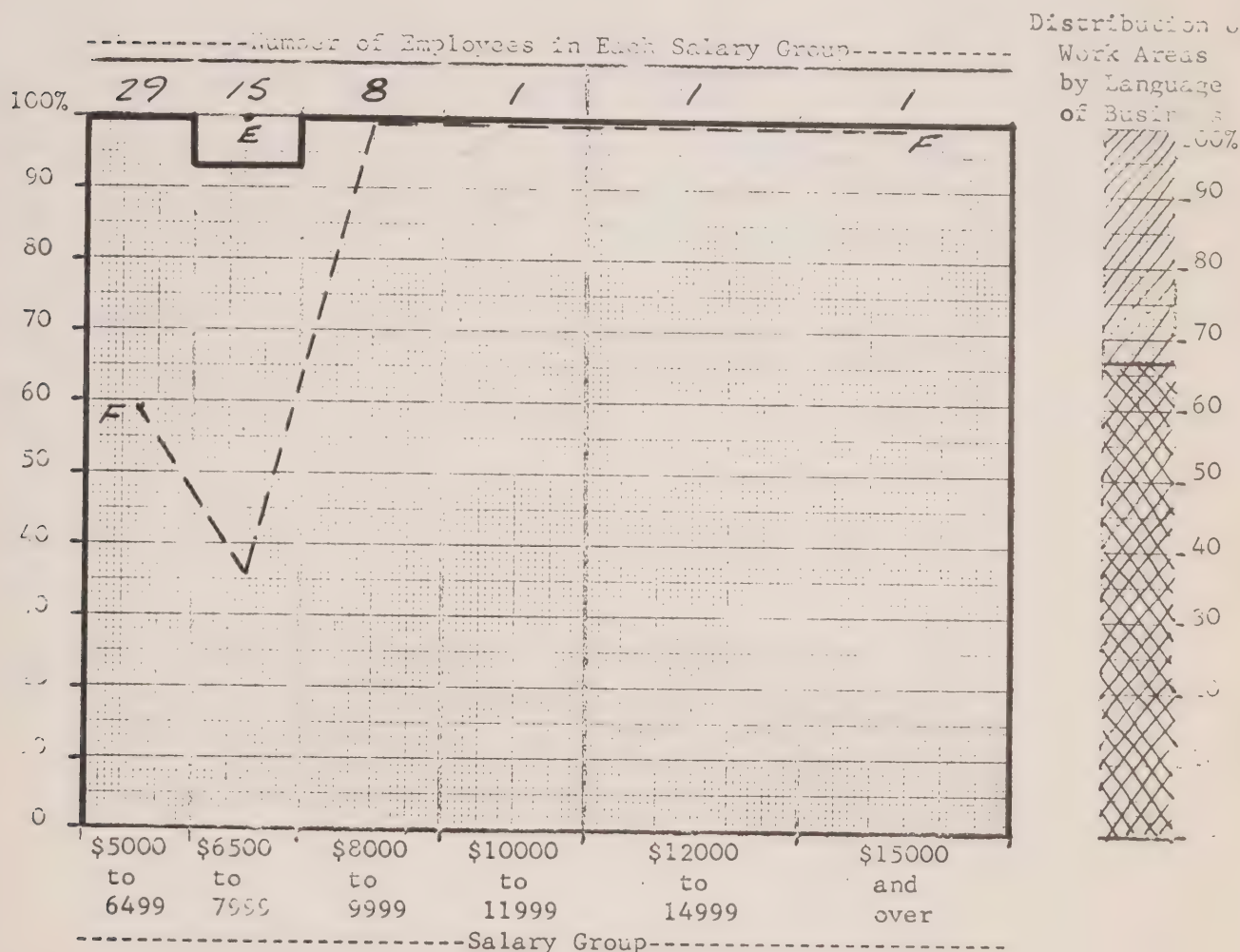
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar chart at right shows per cent French only, per cent English only and per cent bilingual.



Sample TOTAL

Ownership - Location FOR FR Q

Number of Firms 3 Total Number of Employees 55

Region ALL

Industry MANUFACTURING

STUDY ON CORPORATE POLICIES AND PRACTICES
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3.2.2
CURRENT STATUS

CHART 1.5.0.1
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

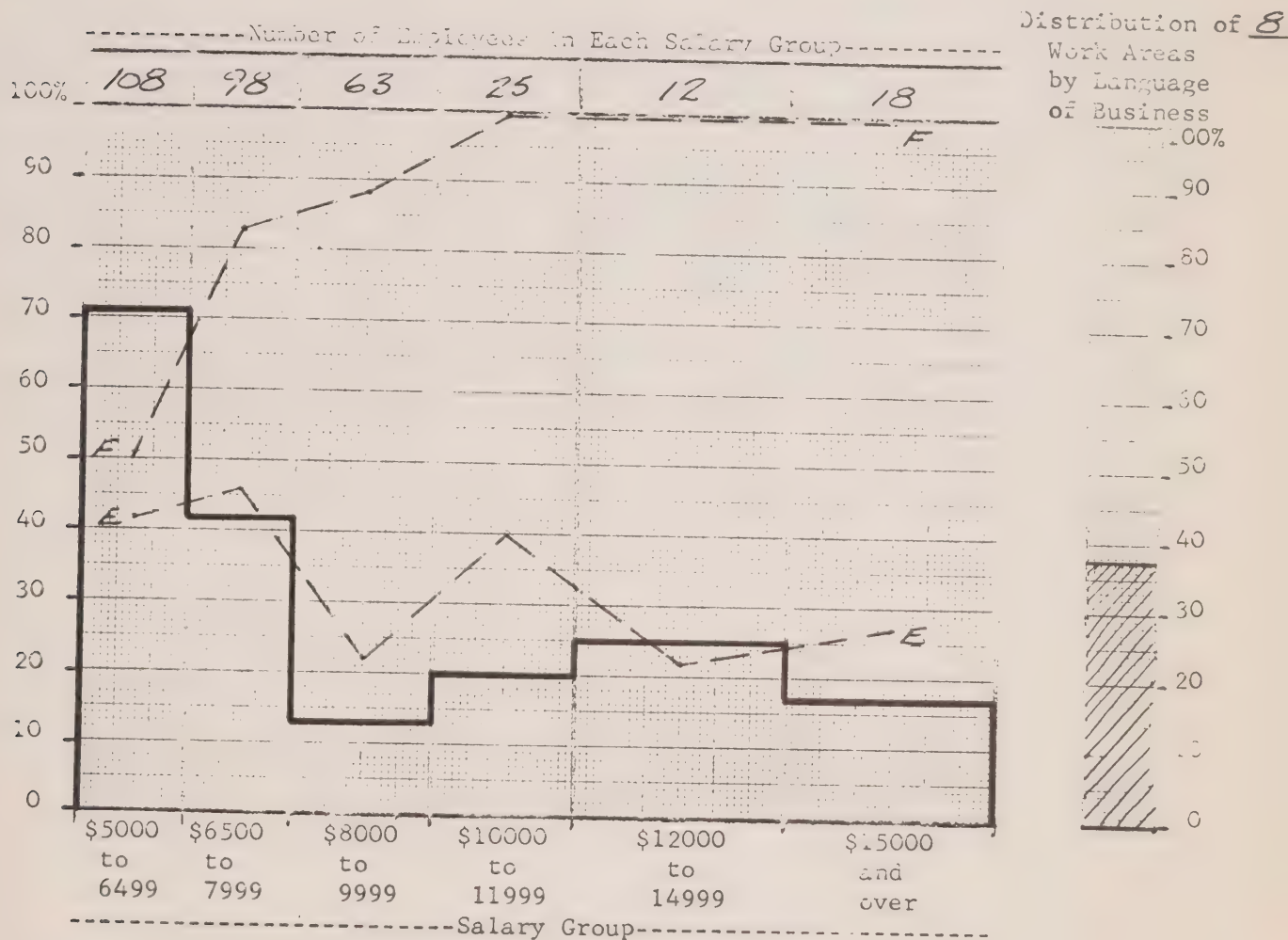
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location UKQ

Number of Firms 4 Total Number of Employees 324

Region ALL

Function MANUFACTURING

STUDY ON CORPORATE POLICIES AND PRACTICES
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3.2.2
CURRENT STATUS

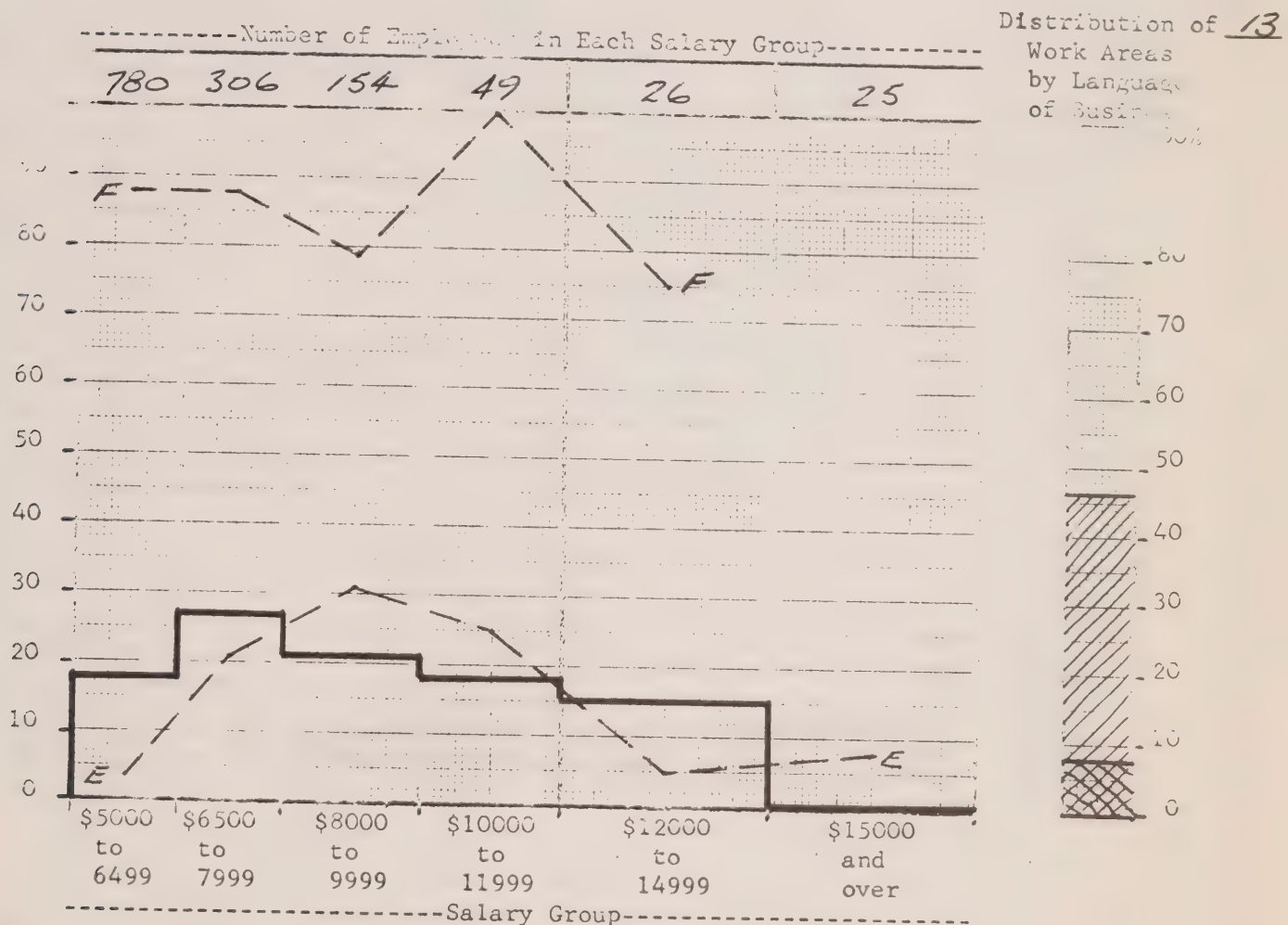
CHART 1.6.0.1
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:
- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location USA

Number of Firms 5

Total Number of Employees 1340

Region ALL

Function MANUFACTURING

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

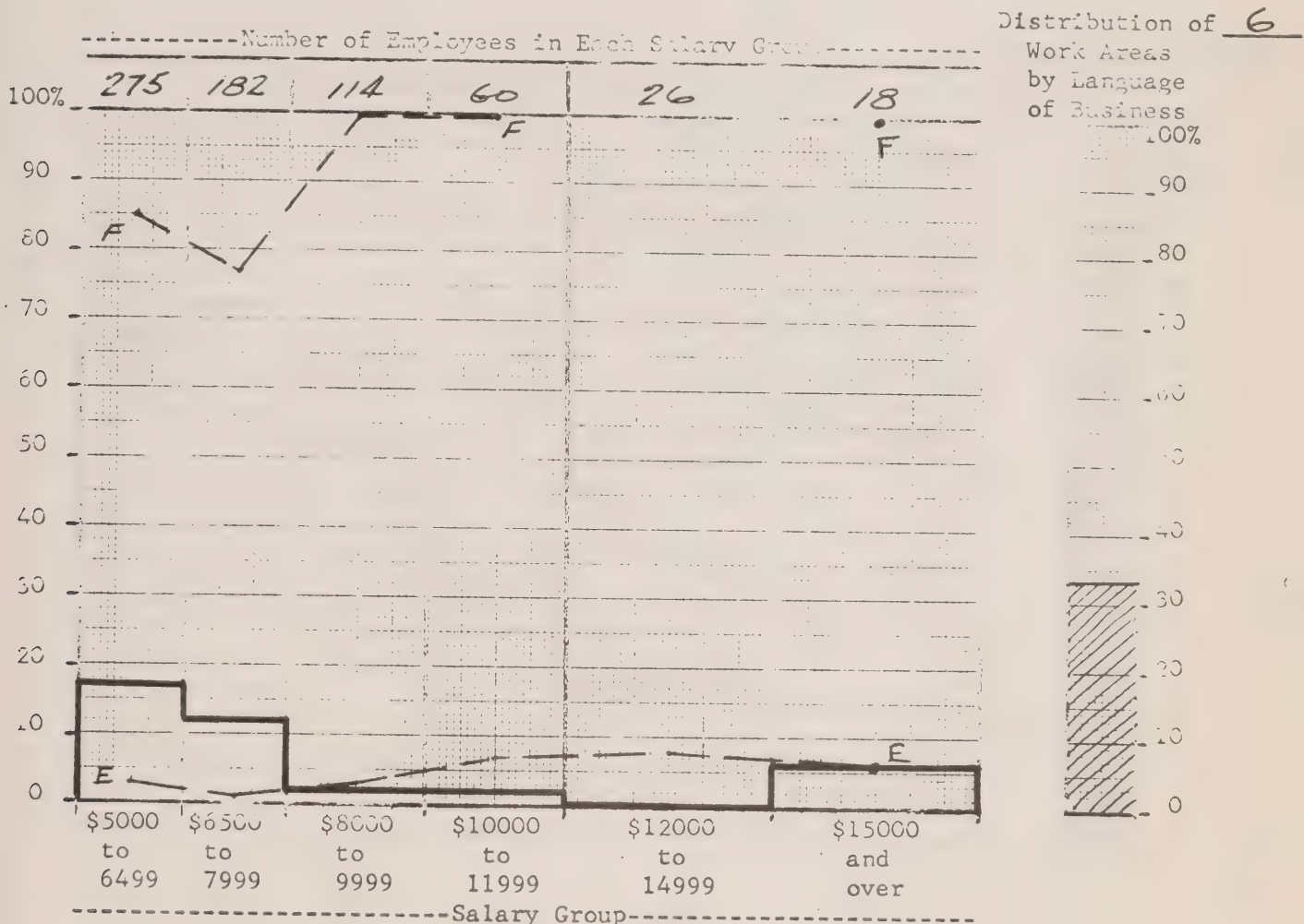
3.2.2
CURRENT STATUS

CHART 17.0.1
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:
 - Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:
 - Single Lines: French-speaking employees marked 'F'.
 English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:
 - Bar Chart at right shows per cent French only, percent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location USC

Number of Firms 2 Total Number of Employees 675

Region ALL

Function MANUFACTURING

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.2.12.1
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

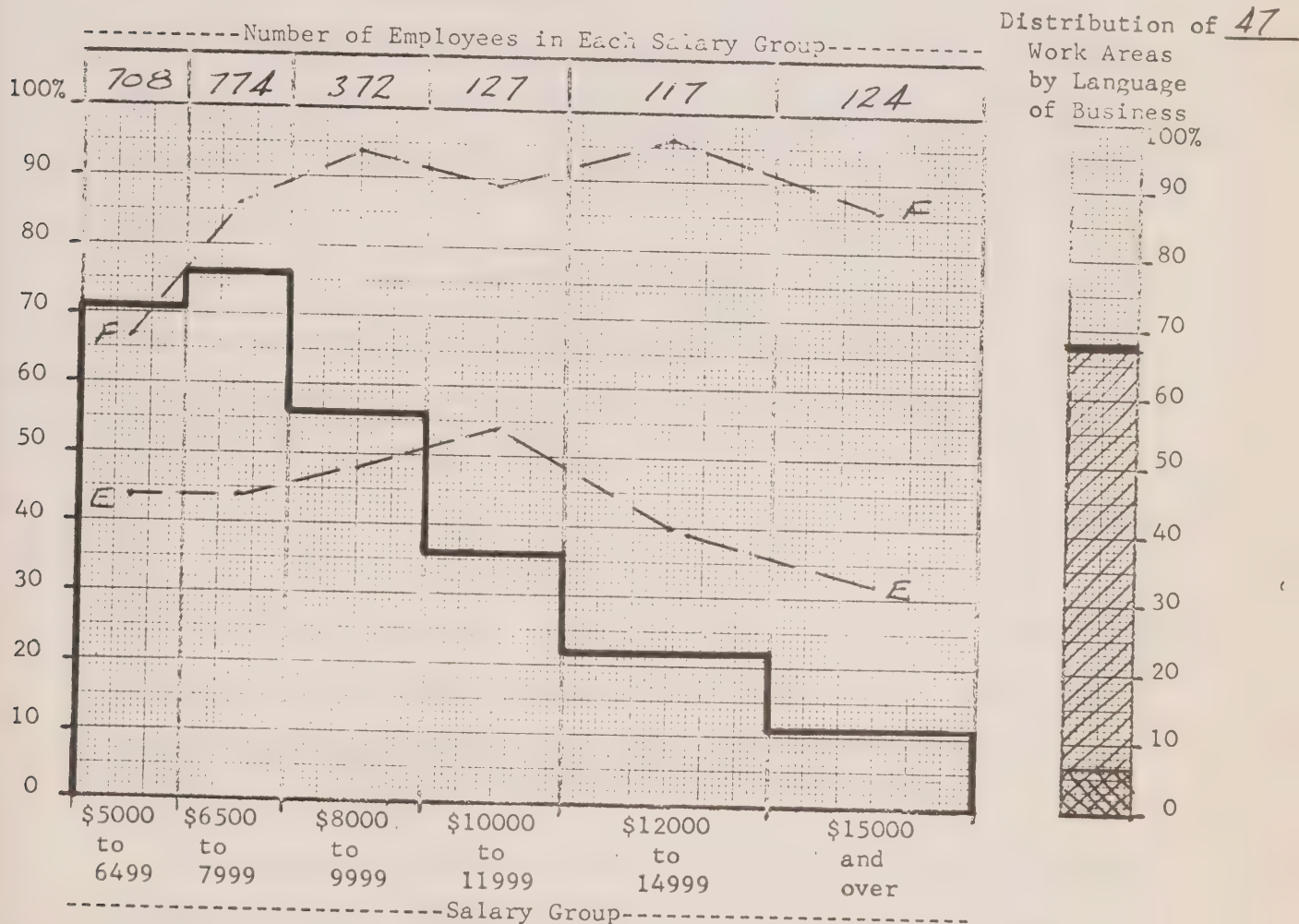
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample

TOTAL

Ownership - Location

ECQ

Number of Firms

12

Total Number of Employees

2222

Location

MONTREAL + OTHER QUEBEC

Function

MANUFACTURING

3.2.1.4.2 Differences in the Marketing Function Due to Ownership- Location Type

This section, to the extent that it examines the degree of adjustment of each type of firm to its markets, gives some indication of the characteristics and requirements of those markets as well.

In general, the characteristics of the Marketing functional area tend to follow a trend away from the overall characteristics of each ownership-location type. That is, the proportion of English-Canadian employees is greater in Marketing in FCQ and ForFrQ firms, while the proportion of French-Canadians is greater in all other "English-speaking" ownership types.

In all cases except USQ firms, the bilingual requirement on French-speaking employees is quite high. The bilingual requirement on English-speaking employees is generally low, but it rises in the upper salary groups in FCQ, ForFrQ and UKQ firms.

All ownership-location types except USC operate unilingual French work areas, and all operate bilingual and unilingual English work areas. The proportion of unilingual English work areas is, in fact, greater than one-half for all ownership-location types except ForFrQ. (The proportion for FCQ firms is 55.6 per cent.)

Effect of Region

The degree of adjustment to regional factors in Marketing is quite striking, as shown on Chart 1.0.12.2, which relates to the Province of Quebec, including Montreal. Comparison of this with Chart 1.0.0.2 (total Marketing) indicates that employment of French-Canadians is higher in all salary groups, and the bilingual requirement on English-speaking

employees is substantially higher - averaging about 20 per cent. Also, the proportion of unilingual French and bilingual work areas is much greater. The proportion of unilingual English work areas has dropped from 61.0 per cent to 17.8 per cent.

Effect of Product Type

Regional factors will have much less effect on marketing practices if a firm is principally engaged in the manufacture of industrial materials. In this case, it is the language of the client company, and not necessarily that of region in which the buyer is located, that is the determining factor. Conversely, firms which produce and sell consumer goods will adjust their marketing practices to regional conditions of language and buying patterns. For this analysis, the firms in the sample have been divided into three categories, according to whether over 75 per cent of their total sales (by value) are made to the general public (Consumer Goods), or over 75 per cent of total sales are made to industrial accounts (Industrial Goods), or whether the proportion of sales to either of these groups is less than 75 per cent (Mixed). Charts 1.0.12.2 (C) and 1.0.12.2 (I) show the characteristics of the Marketing function in Consumer Goods and Industrial Goods firms, respectively. There are 15 firms in each category. Data for the remaining six "Mixed" firms, having a more even split of sales between these two groups of buyers, are not plotted. The data still relate only to the two regions, Montreal and Other Quebec.

The difference, as shown on the charts, is most striking. Representation of French-Canadians at all salary levels, and the bilingual requirement on English-speaking employees, are both much higher for Consumer Goods producers than for Industrial Goods producers. The number

of unilingual English work areas (all in Montreal) is much less for Consumer Goods producers. It is interesting to note that the curve showing the proportion of French-Canadians in Industrial Goods firms is U-shaped, and that the curve for bilingual requirement on English-speaking employees in Consumer Goods firms is U-shaped as well.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.10.2
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

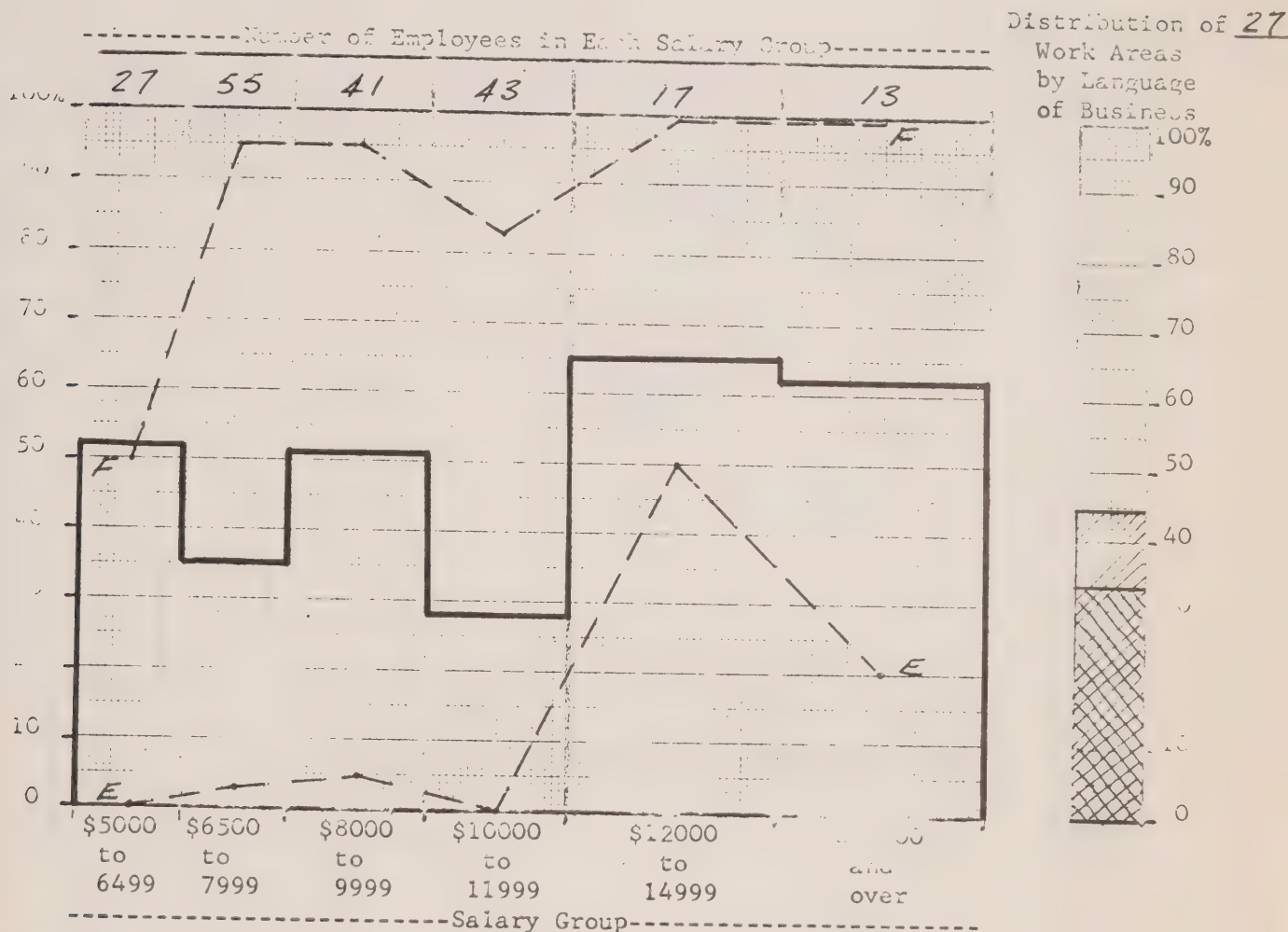
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent bilingual.



Sample

TOTAL

Ownership - Location

FLQ

Number of Firms

6

Total Number of Employees

196

Location

ALL

Function

MARKETING

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.2.0.2

EMPLOYEES TAKING SALARY GROUP

1. Breakdown of Employees by Mother Tongue and Salary Group:

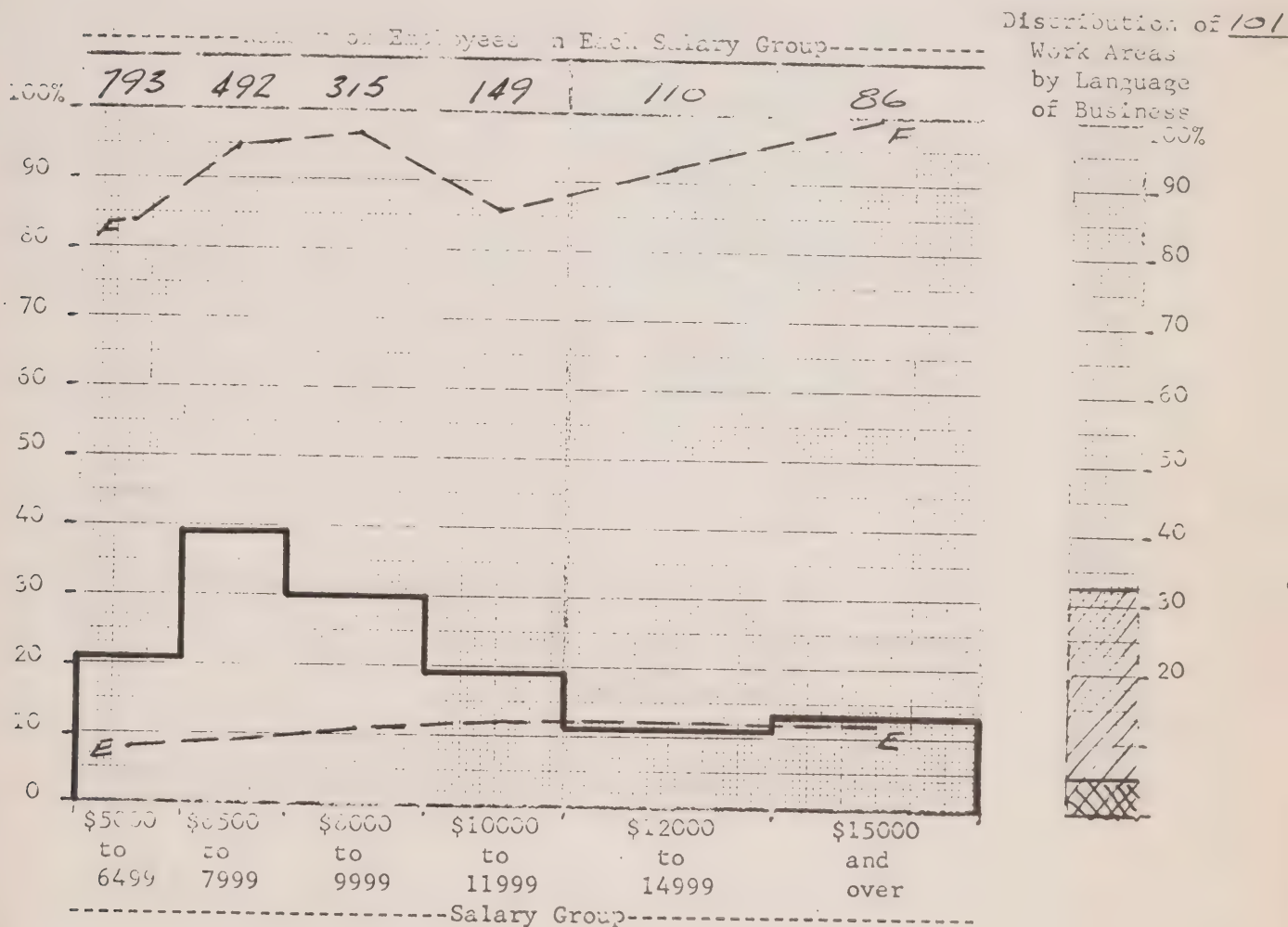
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Employees by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location ECQ

Number of Firms 12 Total Number of Employees 1945

Location ALL

Function MARKETING

**STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM**

**3.2.2
CURRENT STATUS**

**CHART 1.3.0.2
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER**

1. Breakdown of Employees by Mother Tongue and Salary Group:

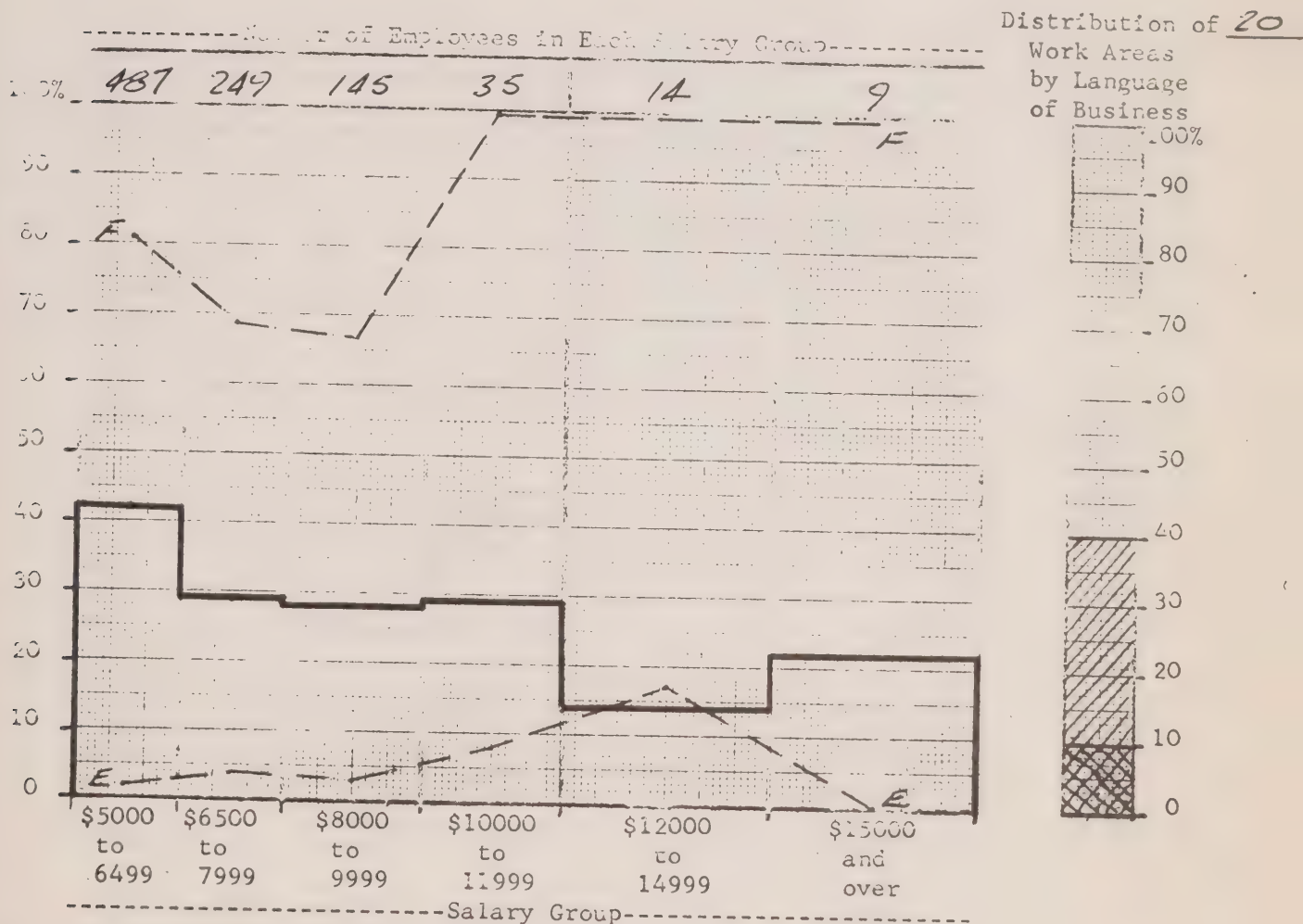
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Employees by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent bilingual.



Sample TOTAL

Ownership - Location ECC

Number of Firms 4 Total Number of Employees 939

Region ALL

Action MARKETING

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.4.0-2
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

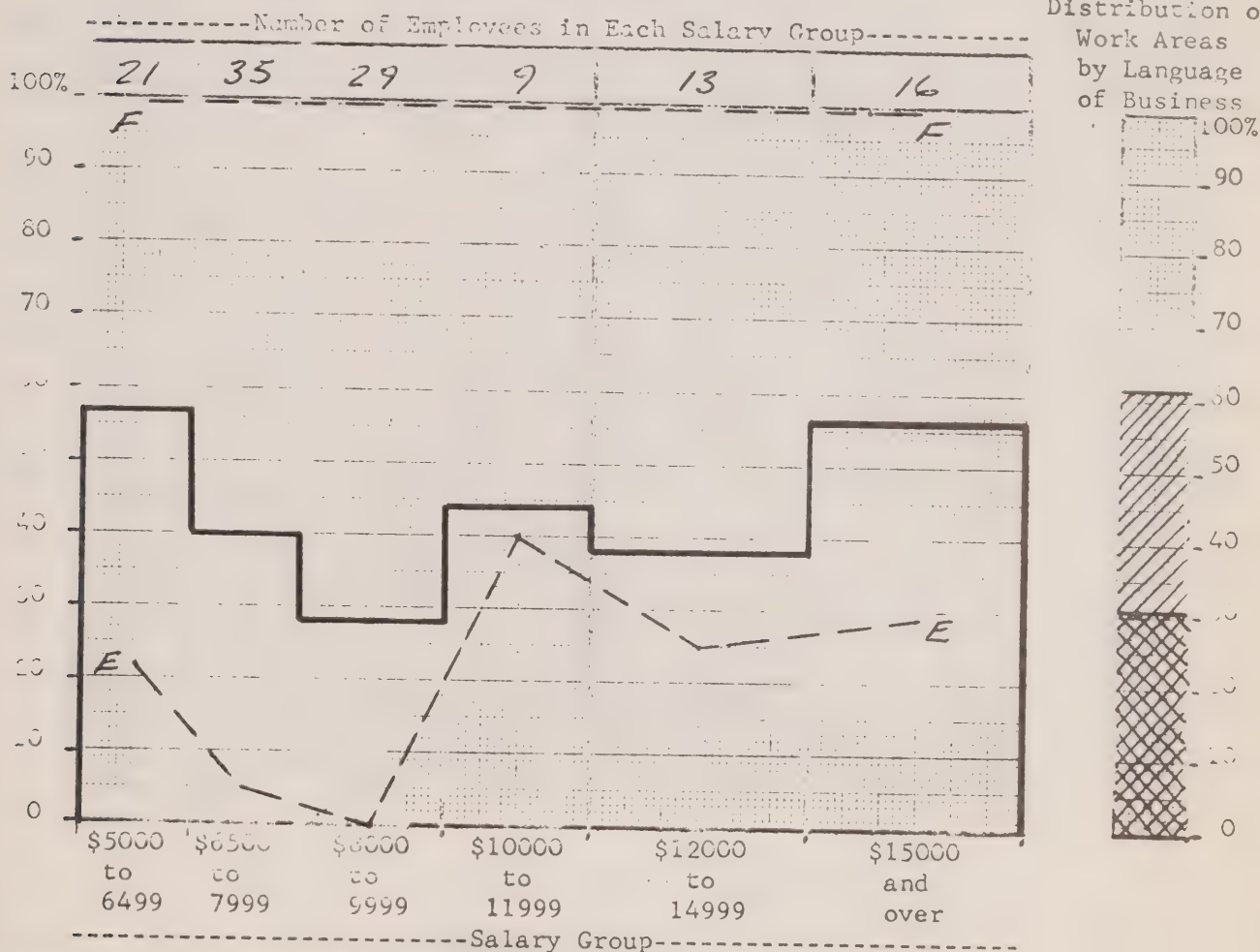
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location FOR FR Q

Number of Firms 3 Total Number of Employees 123

Region ALL

Function MARKETING

CHART 1.5.0.2
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

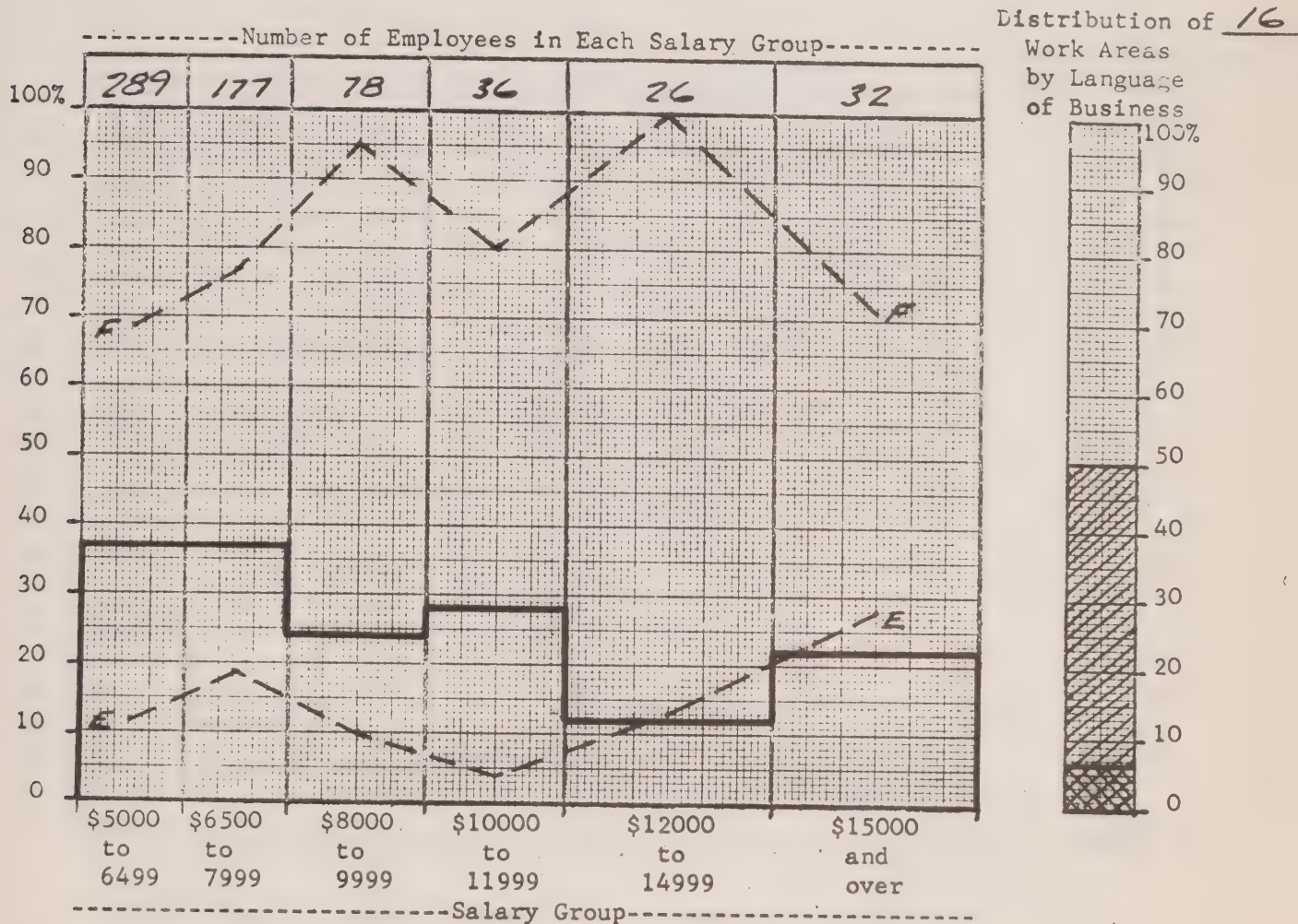
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F',
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location UKQ

Number of Firms 4 Total Number of Employees 638

Region ALL

Function MARKETING

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 16.0.2
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

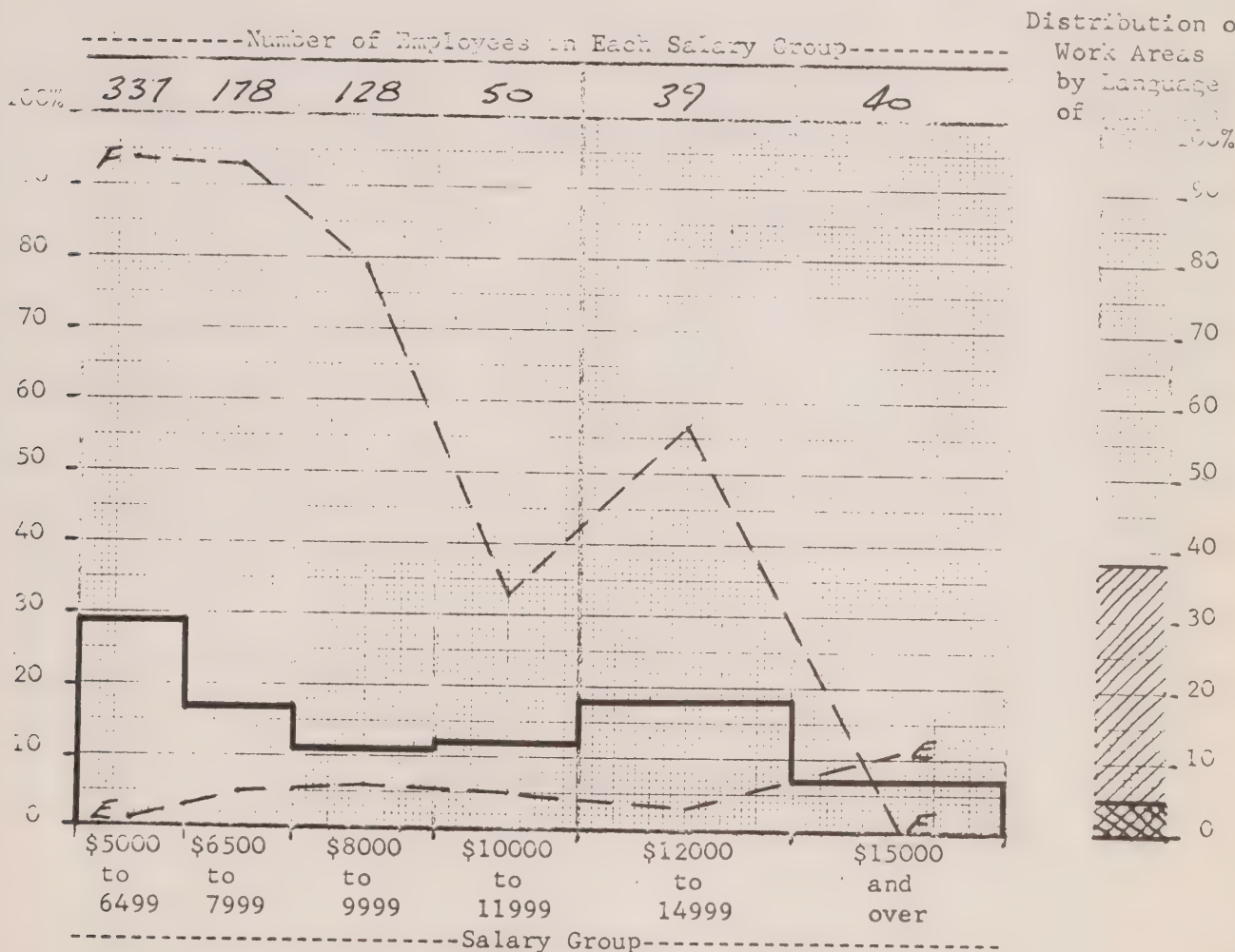
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location USQ

Number of Firms 5 Total Number of Employees 772

Region ALL

Function MARKETING

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

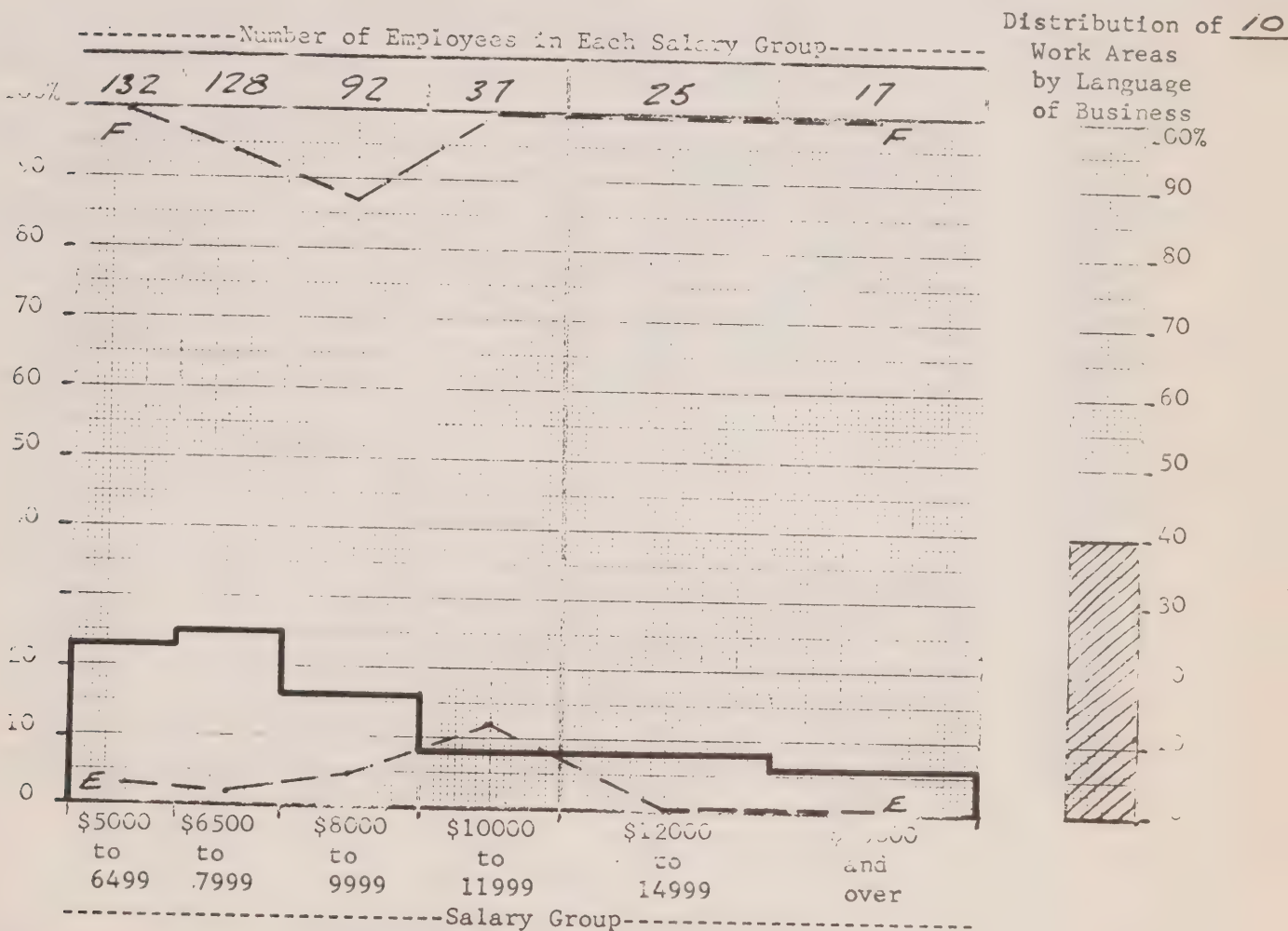
CHART 1.70-2
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

Breakdown of Employees by Mother Tongue and Salary Group:
- Bar Chart as left shows per cent French-speaking.

Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:
- Sample Line: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

Distribution of Work Areas by Language of Business:

- Bar chart as right shows per cent French only, per cent English only and per cent bilingual.



Sample TOTAL

Ownership - Location USC

Number of Firms 2 Total Number of Employees 431

Region ALL

Function MARKETING

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.0.12.2
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

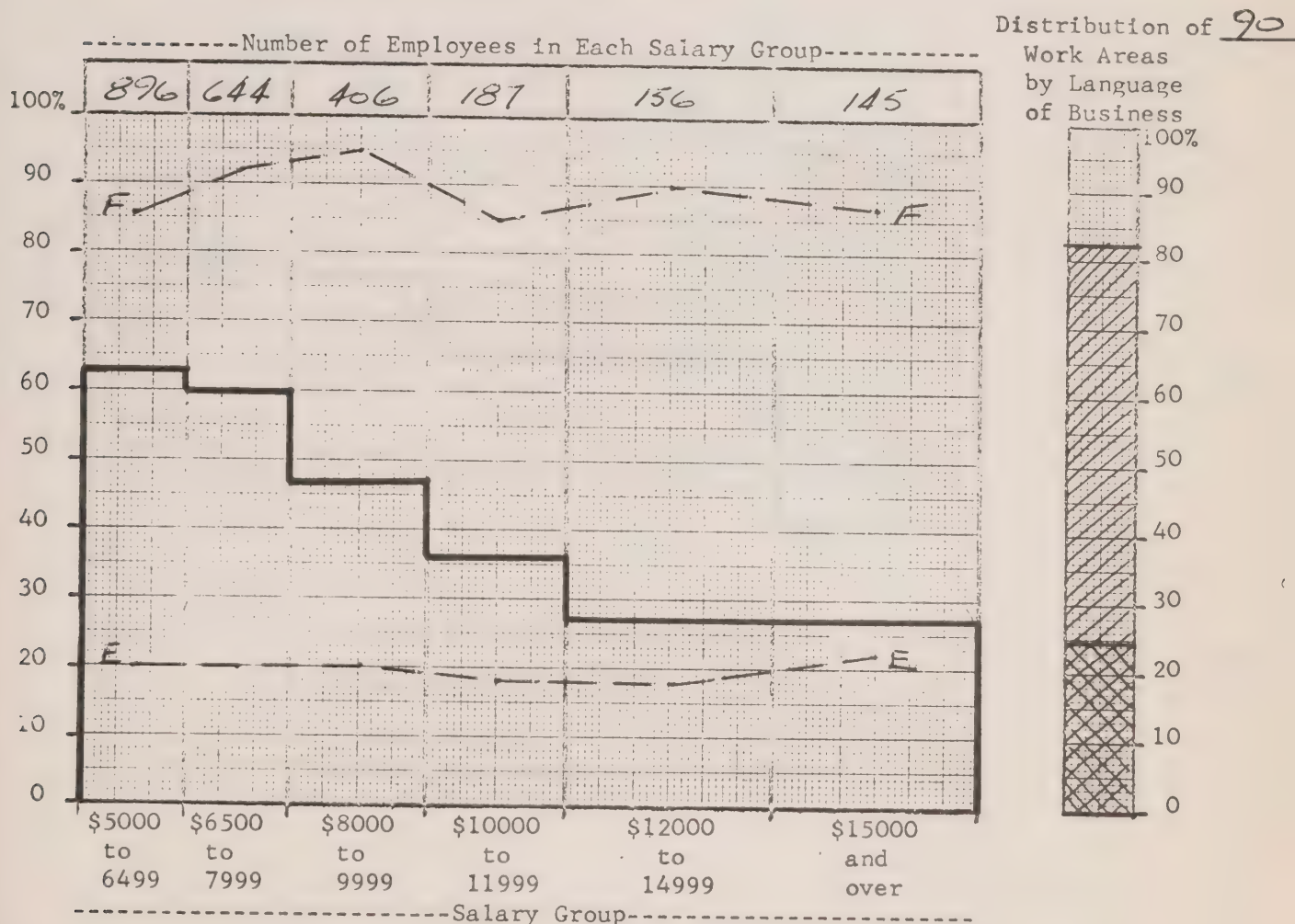
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location ALL

Number of Firms 36 Total Number of Employees 2434

Region MONTREAL + OTHER QUEBEC

Function MARKETING

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.0.12.2 (c)
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

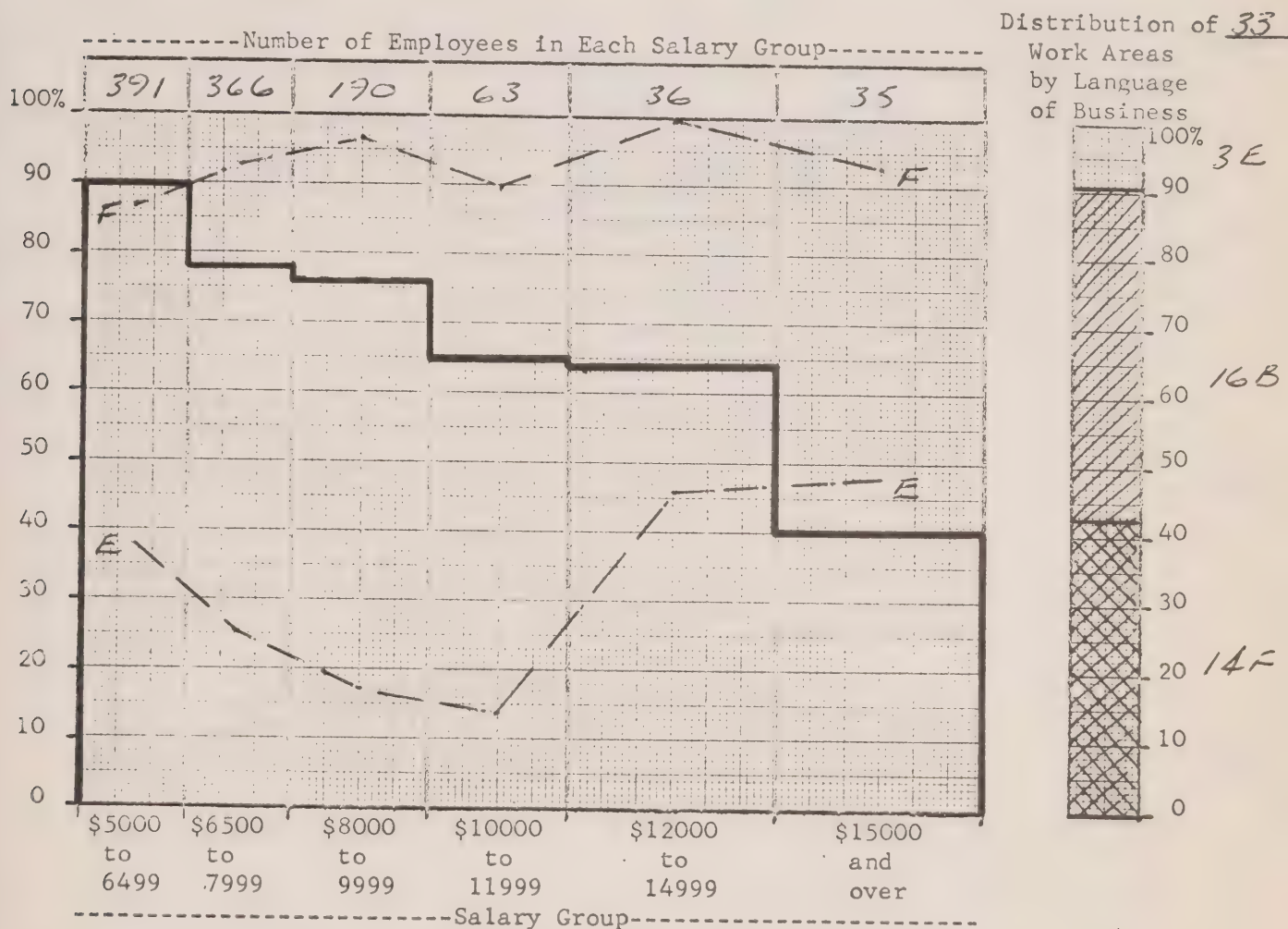
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL - CONSUMER GOODS PRODUCERS ONLY

Ownership - Location ALL

Number of Firms 15 Total Number of Employees 1081

Region MONTREAL + OTHER QUEBEC

Function MARKETING

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.0.12.2 (I)
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

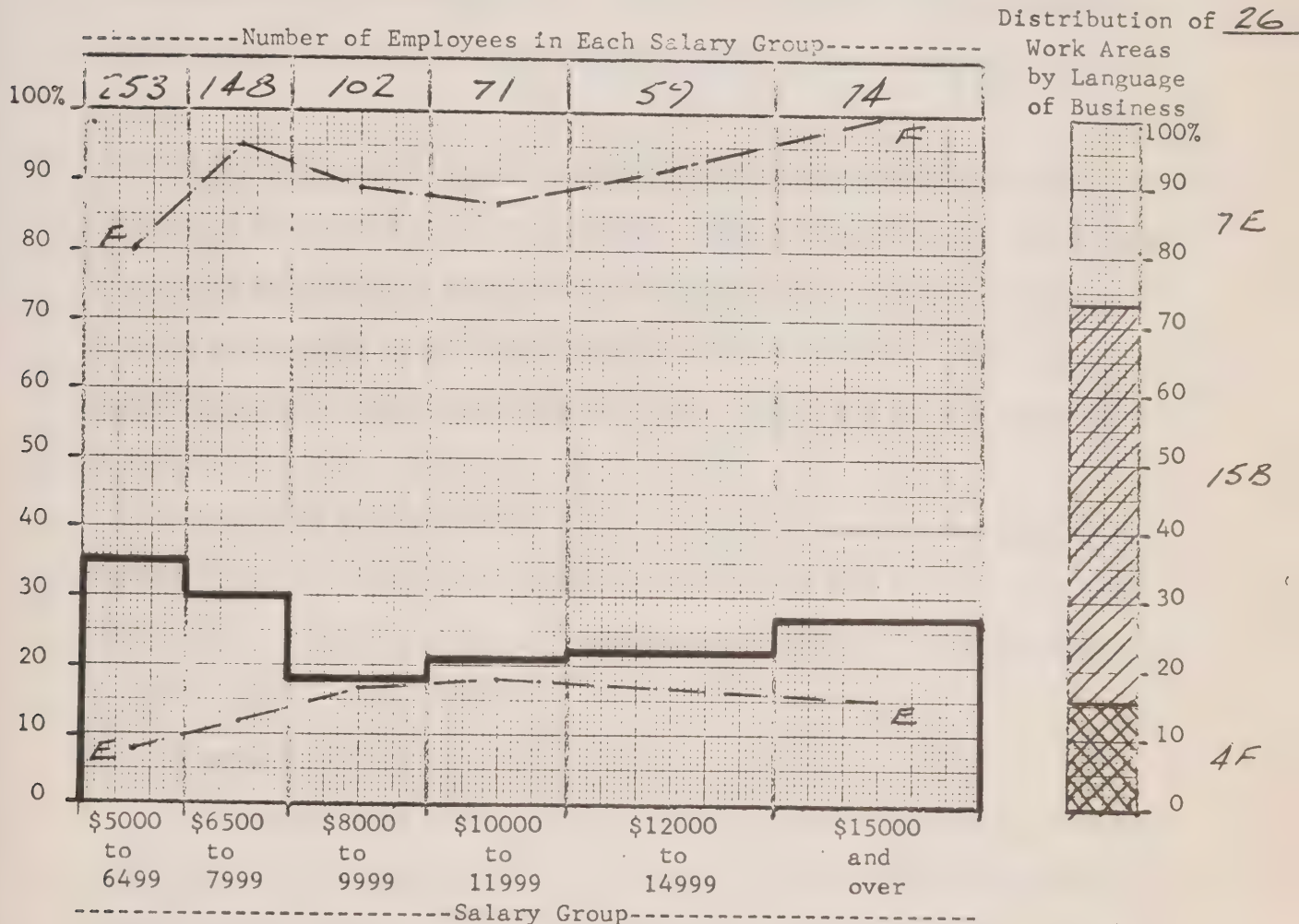
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, percent English only and per cent Bilingual.



Sample TOTAL - INDUSTRIAL GOODS PRODUCERS ONLY

Ownership - Location ALL

Number of Firms 15 Total Number of Employees 707

Region MONTREAL + OTHER QUEBEC

Function MARKETING

3.2.1.4.3 Differences in the Employee Relations Function Due to Ownership-Location Type

The number of people employed in the Employee Relations functional area is quite small in most ownership-location types, and this will prevent detailed analysis. In some areas where average employment per firm is small, such as FCQ and ForFrQ, many of the duties in this functional area are assumed by general management. Direct employment in the employee relations area is therefore proportionately smaller for these firms than for others.

At the extremes, we note the ethnicity of employment in employee relations is similar to that of ownership. Thus, FCQ and ForFrQ firms employ no English-Canadians in this function (although the bilingual requirements on them are 100 per cent), while ECC and USC firms employ only a very small number of French-Canadians, and these people are in the lower salary groups.

In ECQ, UKQ and USQ firms, the proportion of French-Canadians is relatively high (the line is U-shaped in the case of USQ firms). In these three types, also, the bilingual requirement on English-speaking employees is quite high.

Effect of Region

The comments made above, and the charts to which they refer, apply to employment in this function in all regions. In view of the importance in employee relations work of adapting to the language and ethnic patterns of the workforce as a whole, it may be interesting to examine what the chart characteristics are in Quebec outside Montreal. Only one ownership-location type, ECQ, has a sufficient number of employees in this region to warrant this.

As shown on Chart 1.2.2.3, the degree of adaptation is very high. Employment of French-Canadians averages between 70 and 90 per cent before dropping to 50 per cent in the upper salary group. The bilingual requirement on both English- and French-speaking employees is 100 per cent in all but two salary groups. Only one work area is unilingual English and two are unilingual French. The remaining eight work areas are all bilingual.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 110.3
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

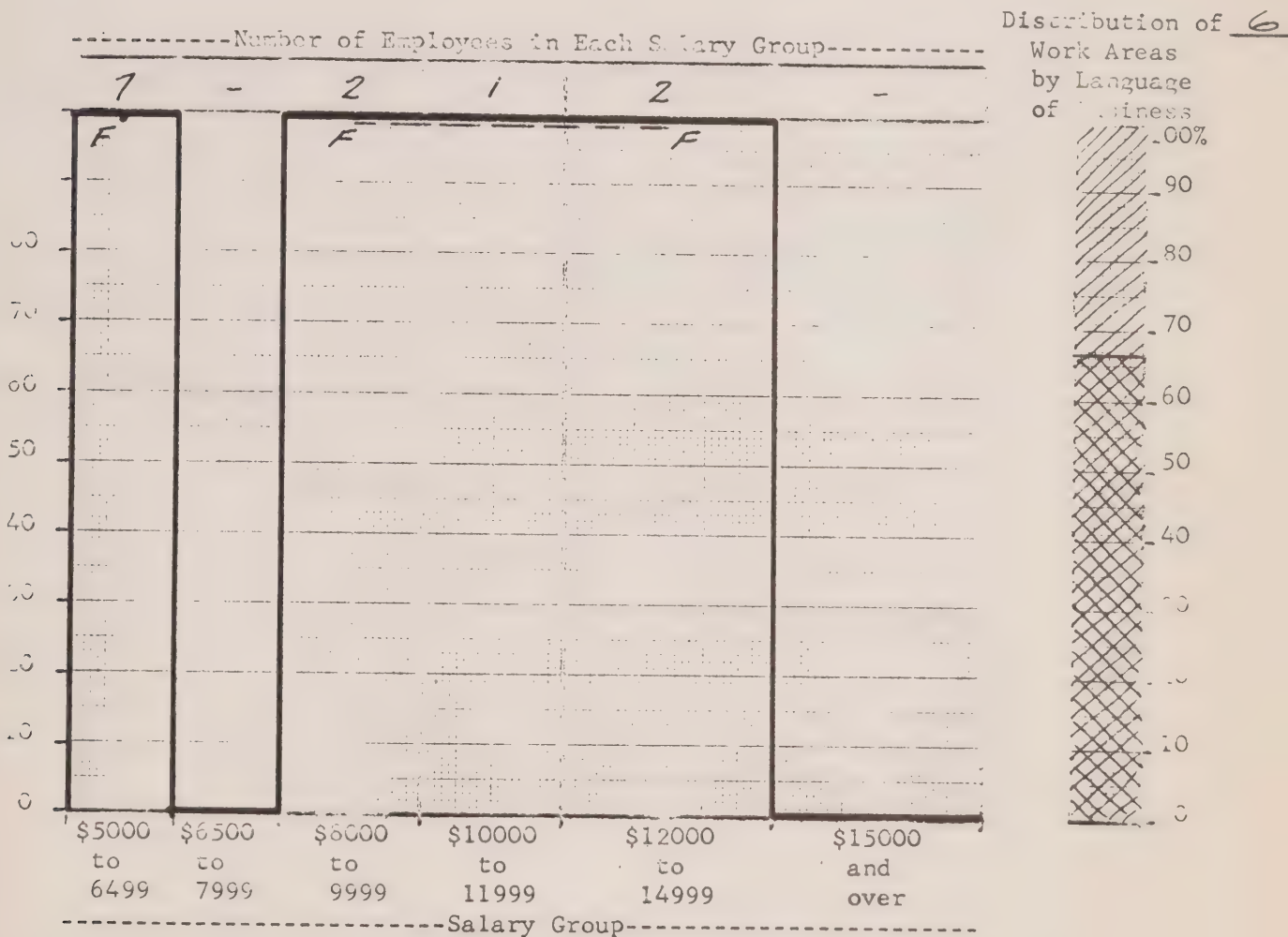
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, percent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location FCQ

Number of Firms 6 Total Number of Employees 12

Region ALL

Function EMPL. REL.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.2.0.3
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

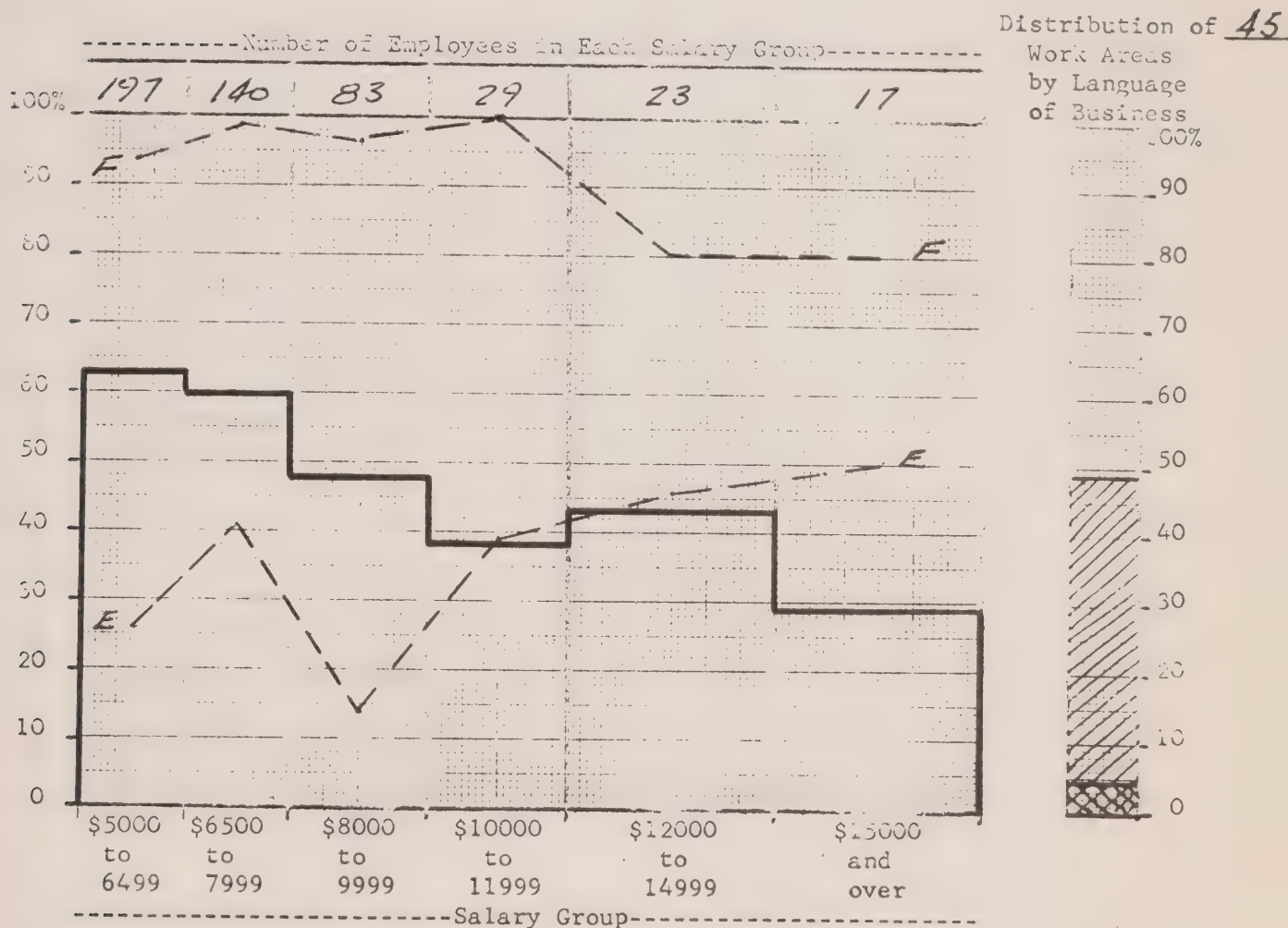
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
- English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Membership - Location ECQ

Number of Firms 12

Total Number of Employees 489

Region ALL

Function EMPL. REL.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.3.0.3
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

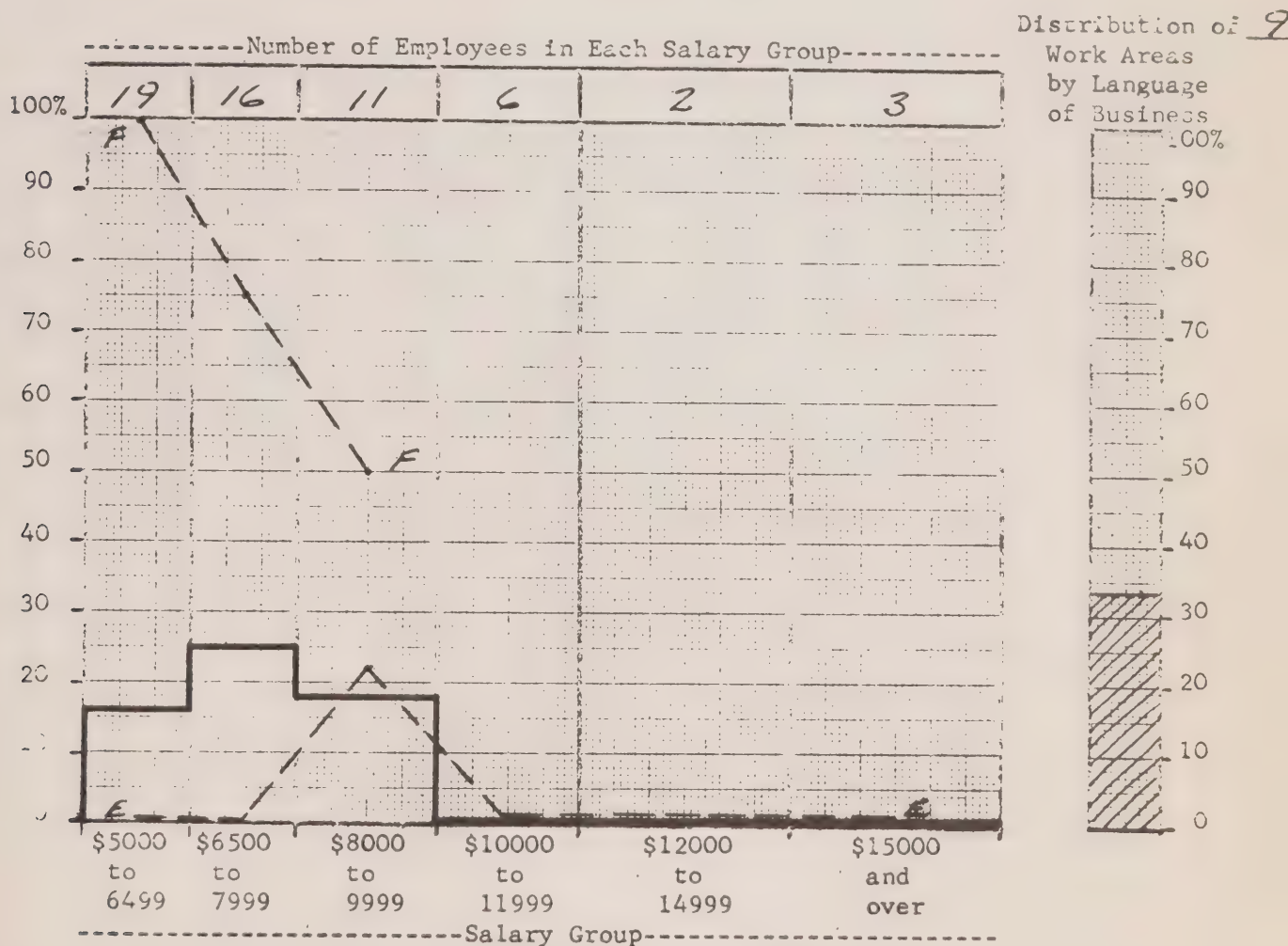
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, percent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location ECC

Number of Firms 4 Total Number of Employees 57

Region ALL

Function EMPL. REL.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.4.0.3
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

Breakdown of Employees by Mother Tongue and Salary Group:

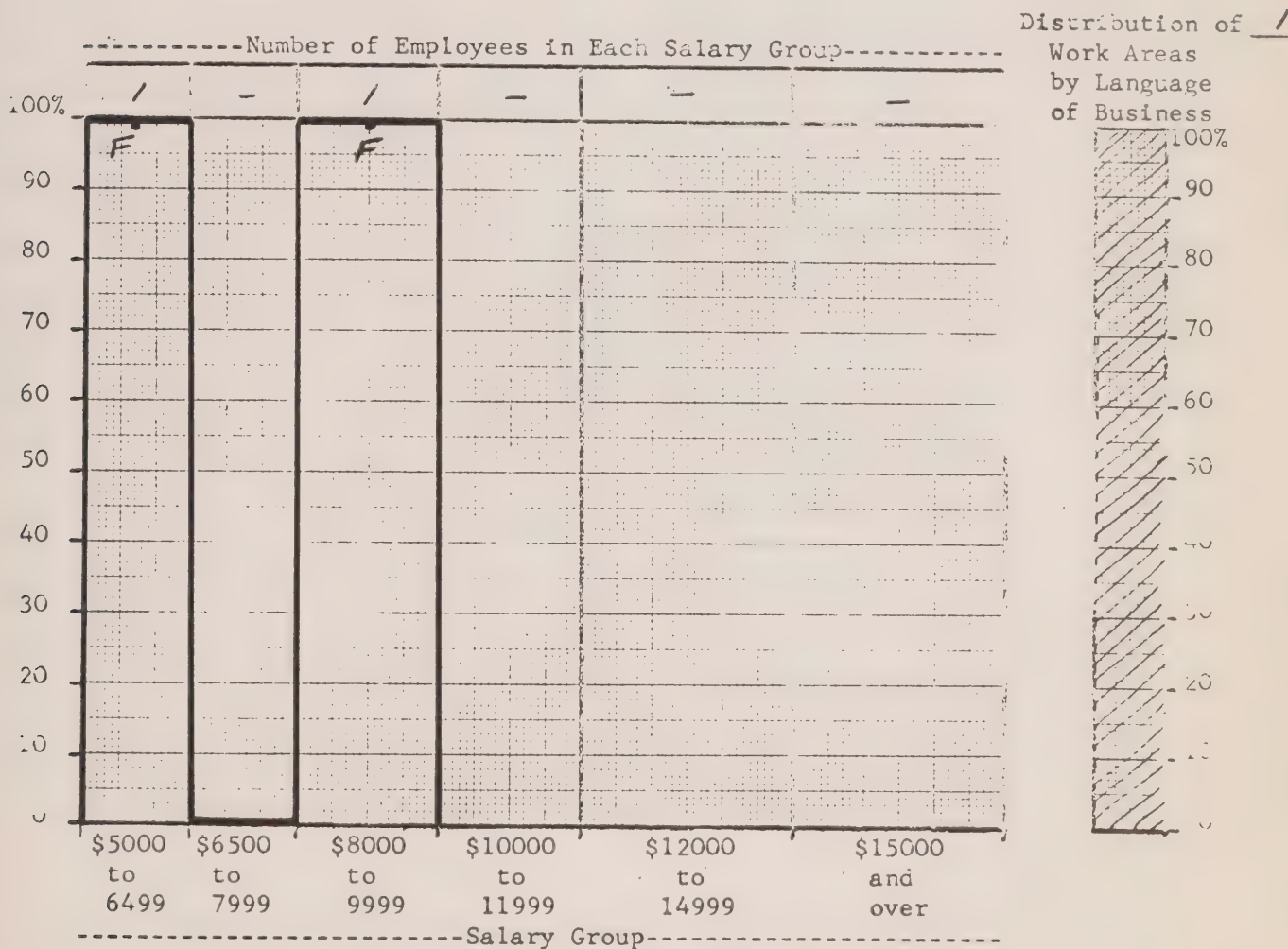
- Bar Chart at left shows per cent French-speaking.

Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only, per cent Bilingual.



Sample TOTAL

Ownership - Location FOR FR Q

Number of Firms 3

Total Number of Employees 2

Location ALL

Function EMPL. REL.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

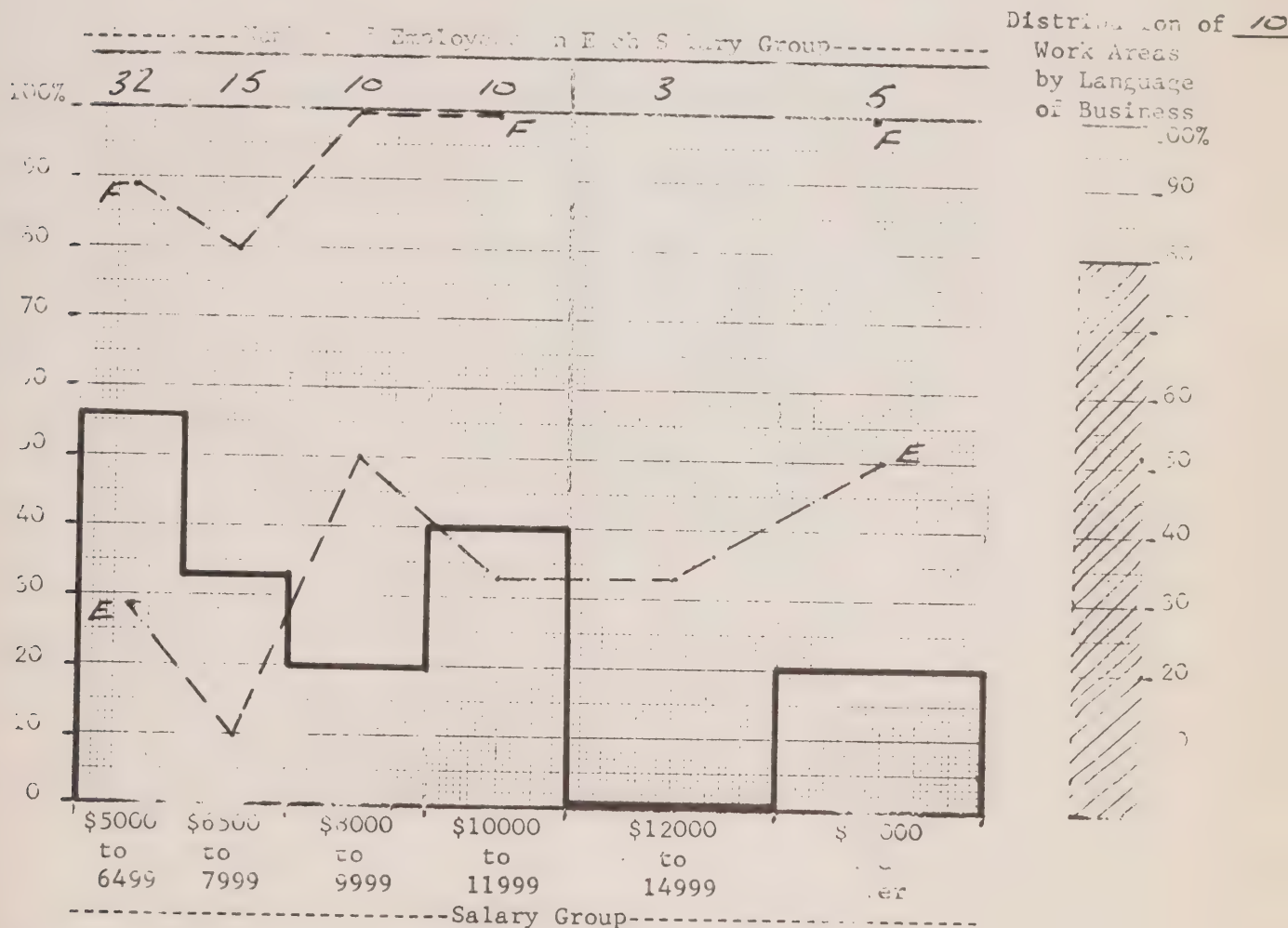
CHART 1.5.0.3
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

Breakdown of Employees by Mother Tongue. Salary Group:
- Bar Chart at left shows per cent French-speaking.

Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:
- Single line graph shows per cent French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, percent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location UKQ

Number of Firms 4 Total Number of Employees 75

Region ALL

Function EMPL. REL.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.6.0.3
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

Breakdown of Employees by Mother Tongue and Salary Group:

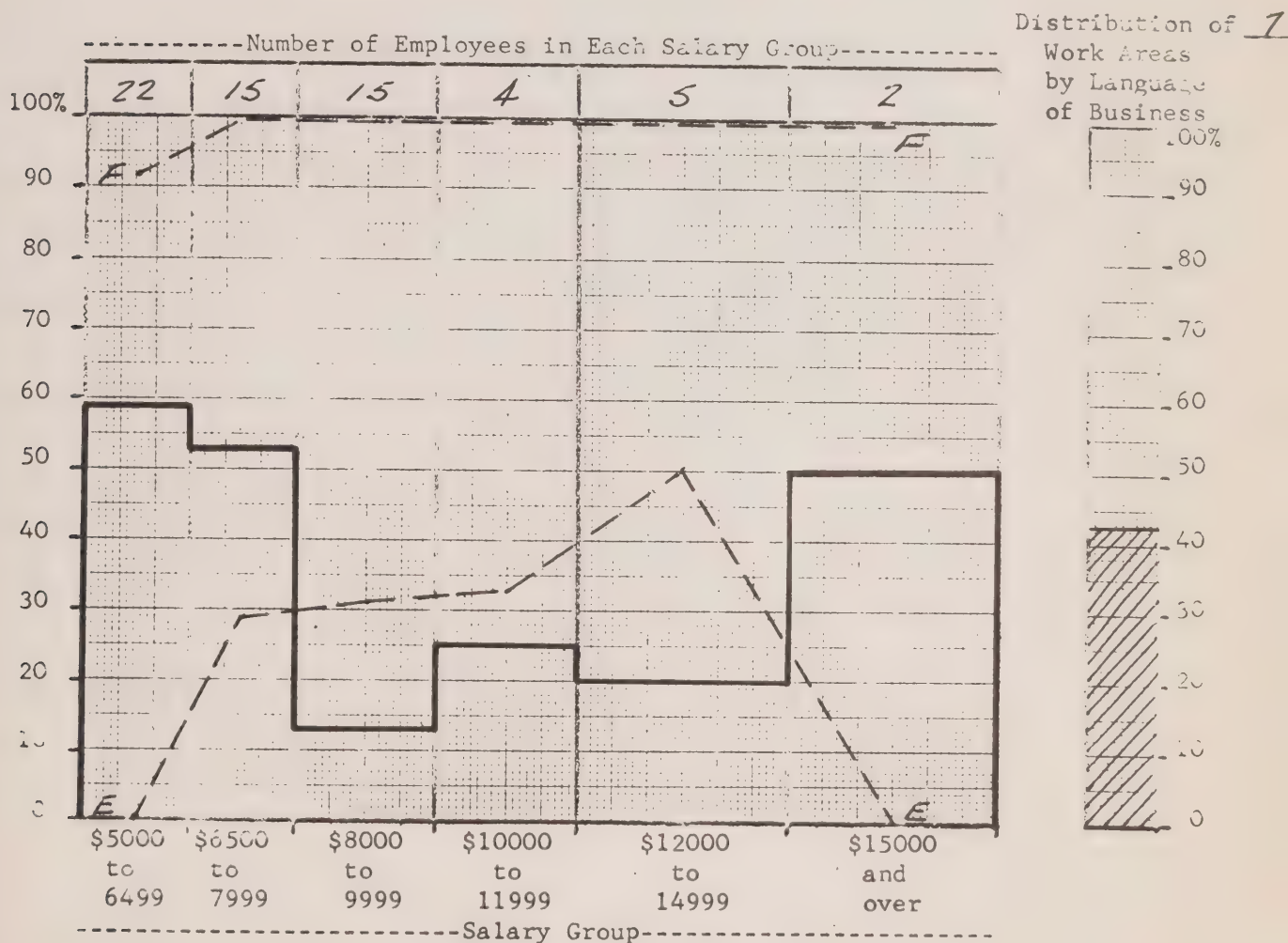
- Bar Chart at left shows per cent French-speaking.

Percentage of Employees in Each Salary Group Whose Job Requires Bilingual

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location USQ

Number of Firms 5 Total Number of Employees 63

Region ALL

Function EMPL. REL.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.7.0.3
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

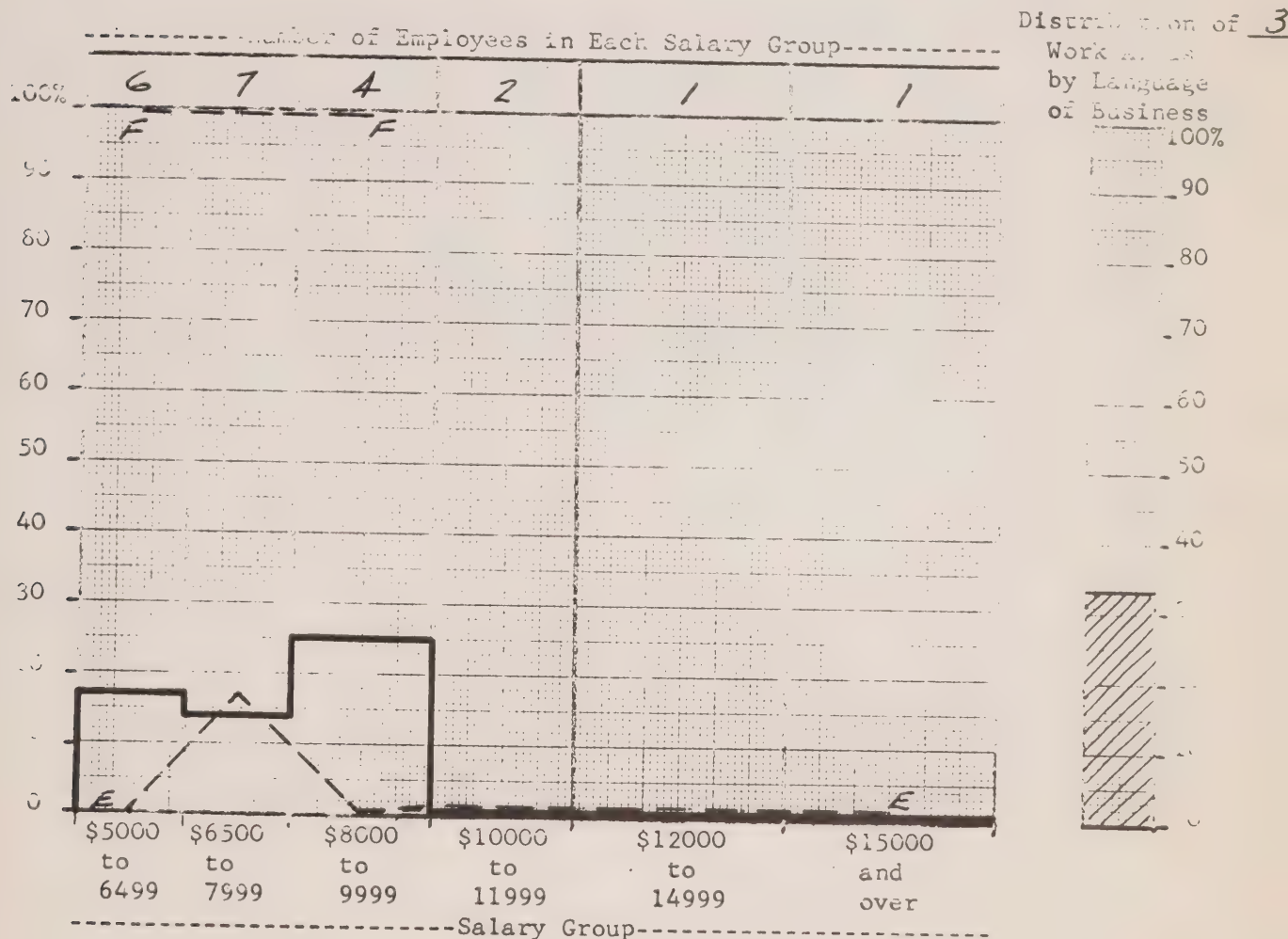
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent bilingual.



Sample

TOTAL

Ownership - Location

USC

Number of Firms

2

Total Number of Employees

21

Region

ALL

Action

EMPL. REL.

CHART 1.2.2.3
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

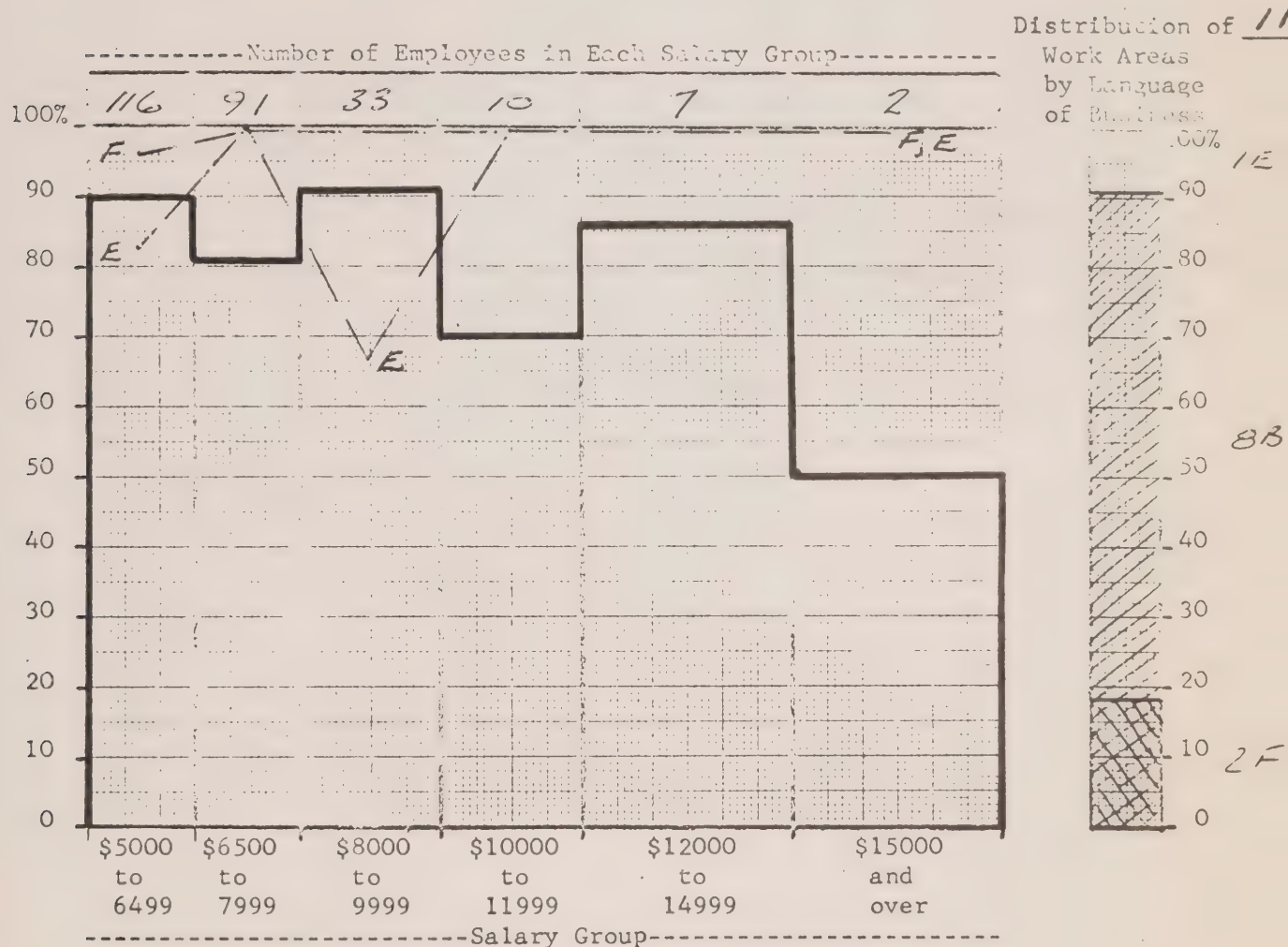
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location ECQ

Number of Firms 10 Total Number of Employees 259

Region QUEBEC EXCL MONTREAL

Function EMPLOYEE RELATIONS

3.2.1.4.4 Differences in Engineering and Research & Development Due to Ownership-Location Type

Most of the influences affecting the distribution of engineers are due to technological factors, as discussed earlier. There remains very little to account for in terms of ownership-location type. We do note that the proportion of French-Canadians is high at all salary levels in FCQ, at lower salary levels in ForFrQ firms. Among those cases where the language of ownership is English, the proportion of French-Canadians is highest in Quebec-based firms.

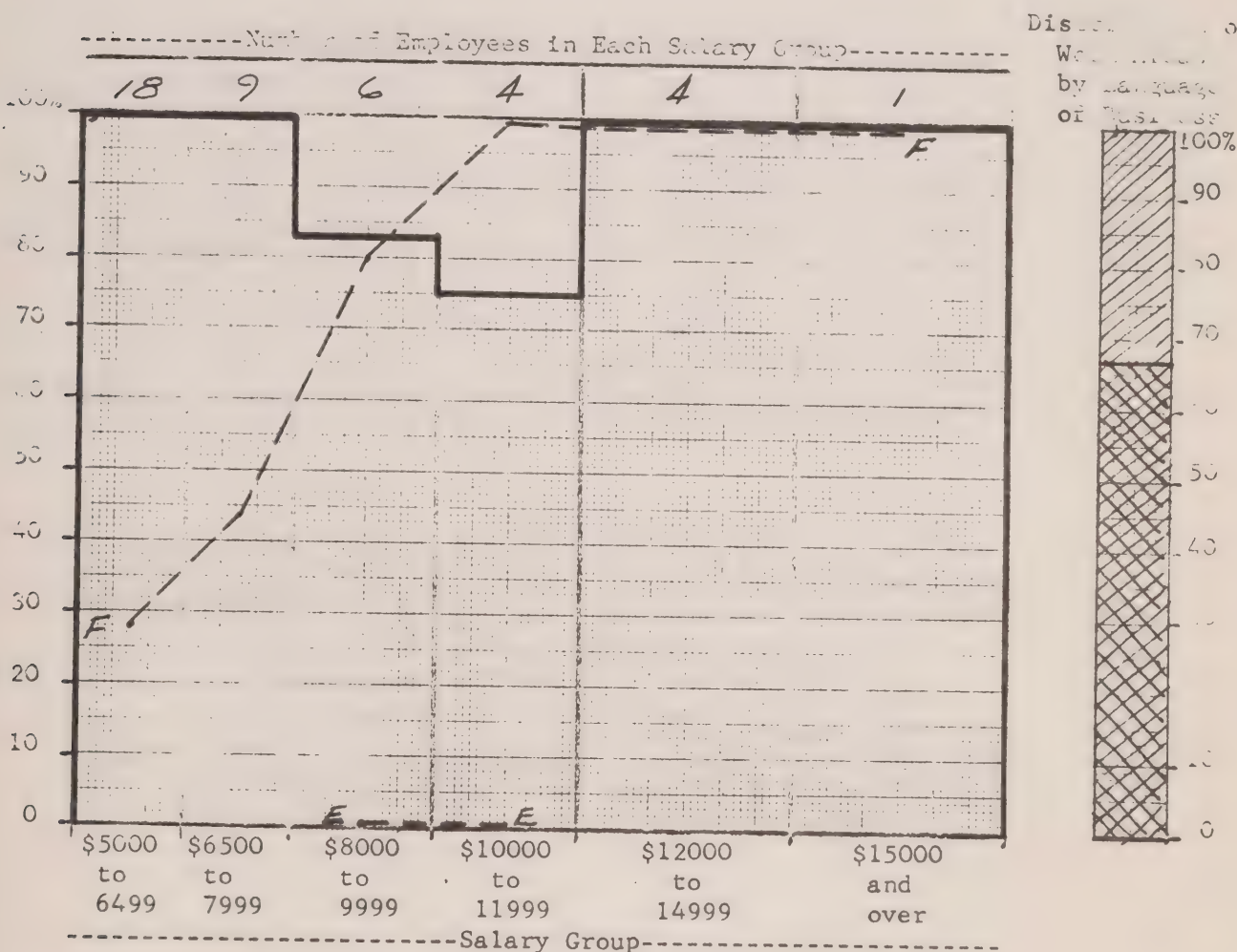
Unilingual French work areas are operated only by FCQ and ForFrQ firms, and bilingual work areas are operated by all ownership-location types. However, as suggested by Chart 1.0.0.4 (All Ownership-Location types), unilingual English work areas are dominant.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.10.4
EMPLOYEES EARNING \$ 5 000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:
- Bar Chart at left shows per cent French-speaking.
2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:
- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.
3. Distribution of Work Areas by Language of Business:
- Bar Chart at right shows per cent French only, percent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location FCQ

Number of Firms 6 Total Number of Employees 42

Region ALL

Function ENGINEERING + R&D

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.2.0.4
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

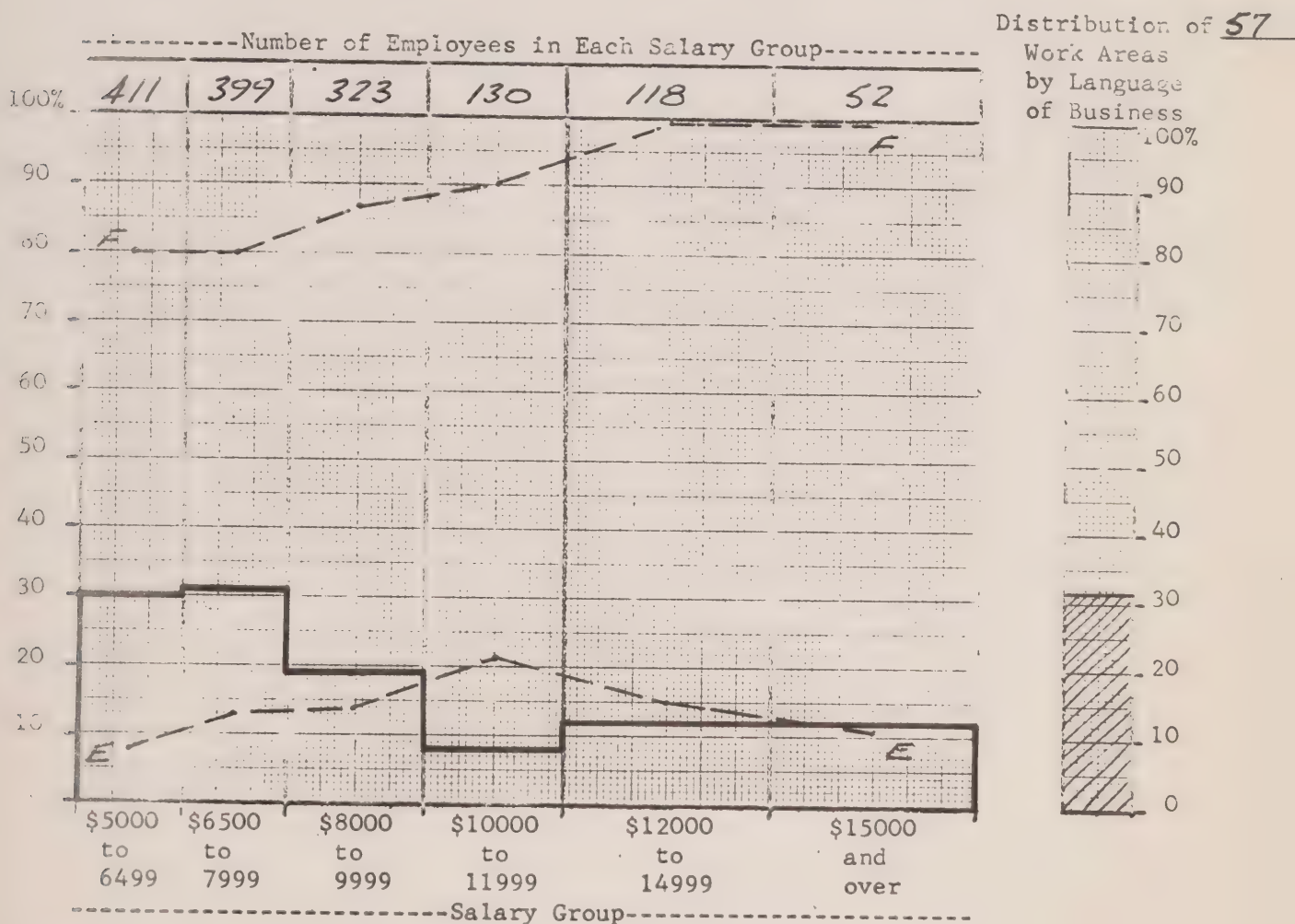
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location ECQ

Number of Firms 12 Total Number of Employees 1433

Region ALL

Function ENGINEERING + R&D

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.3.0.4
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

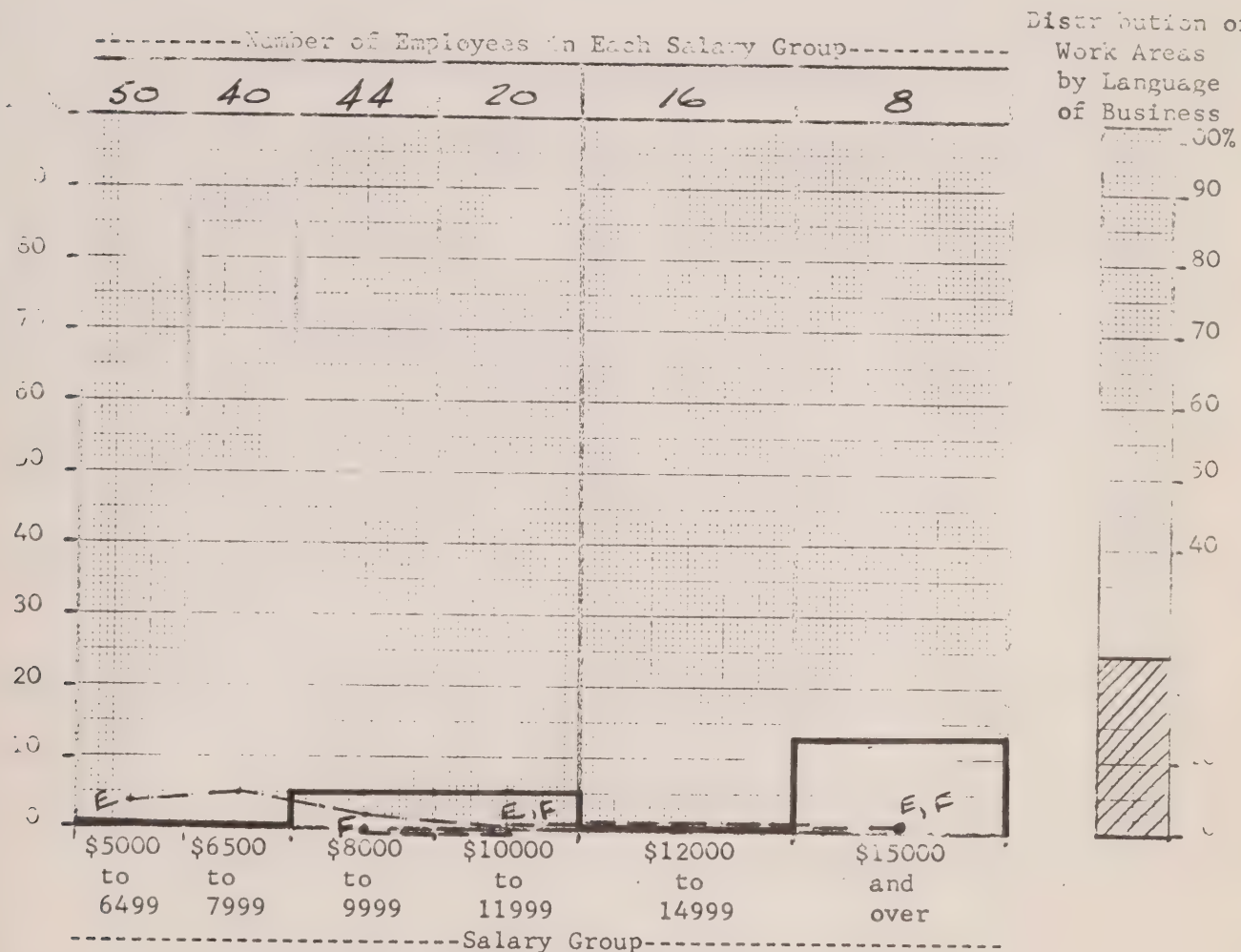
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Employees by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent bilingual.



Sample TOTAL

Ownership - Location ECC

Number of Firms 4 Total Number of Employees 178

Region ALL

Function ENGINEERING + R&D

SB

4X:65

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.4.0.4
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

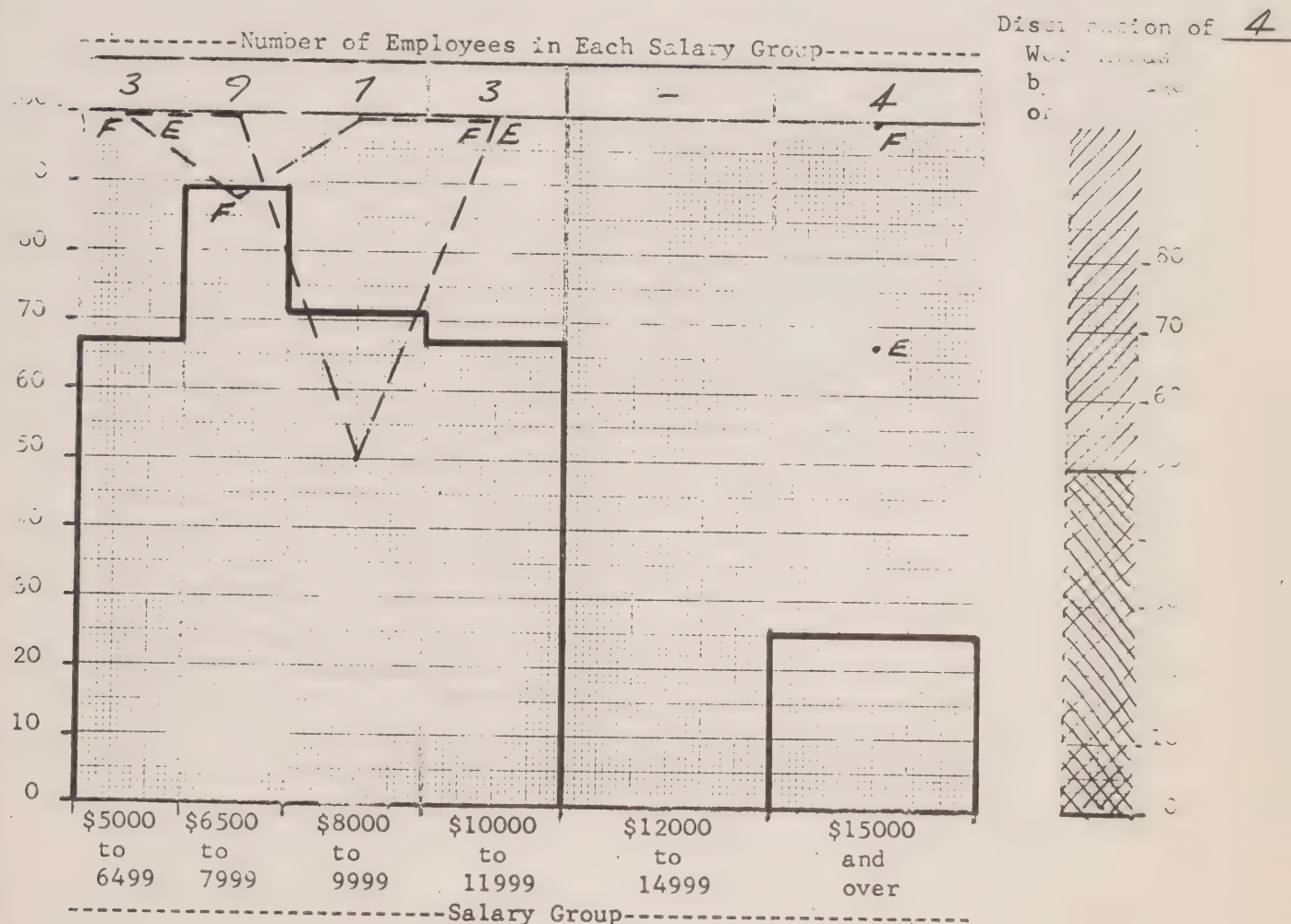
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location FORFRQ

Number of Firms 3 Total Number of Employees 26

Region ALL

Function ENGINEERING + R&D

STUDY ON CORPORATE POLICIES AND PRACTICES
IN RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.5.0.4
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

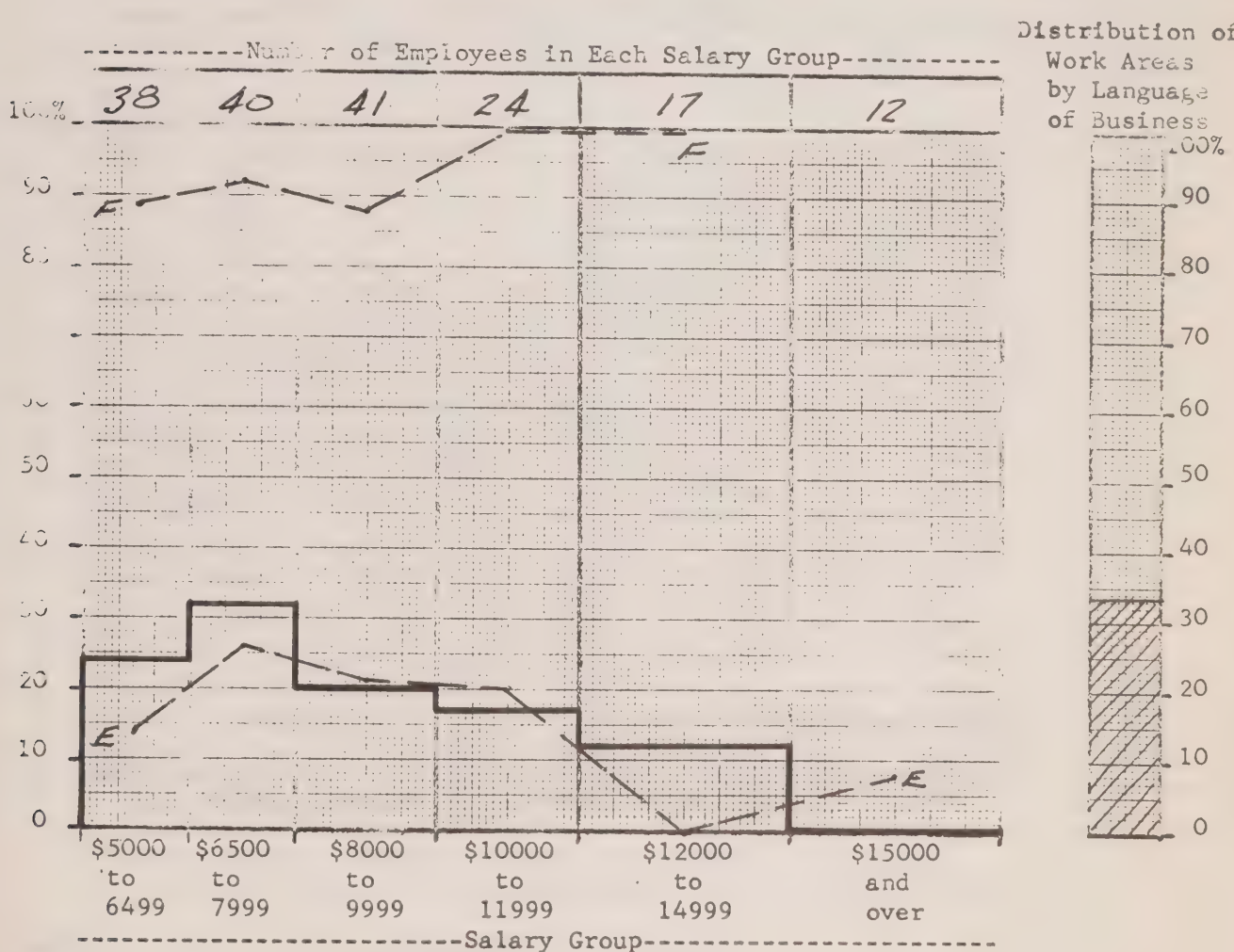
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group by Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location UKQ

Number of Firms 4 Total Number of Employees 172

Region ALL

ation ENGINEERING + R&D

STUDY ON CORPORATE POLICIES AND PRACTICES
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3.2.2
CURRENT STATUS

CHART 1.6.0.4
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

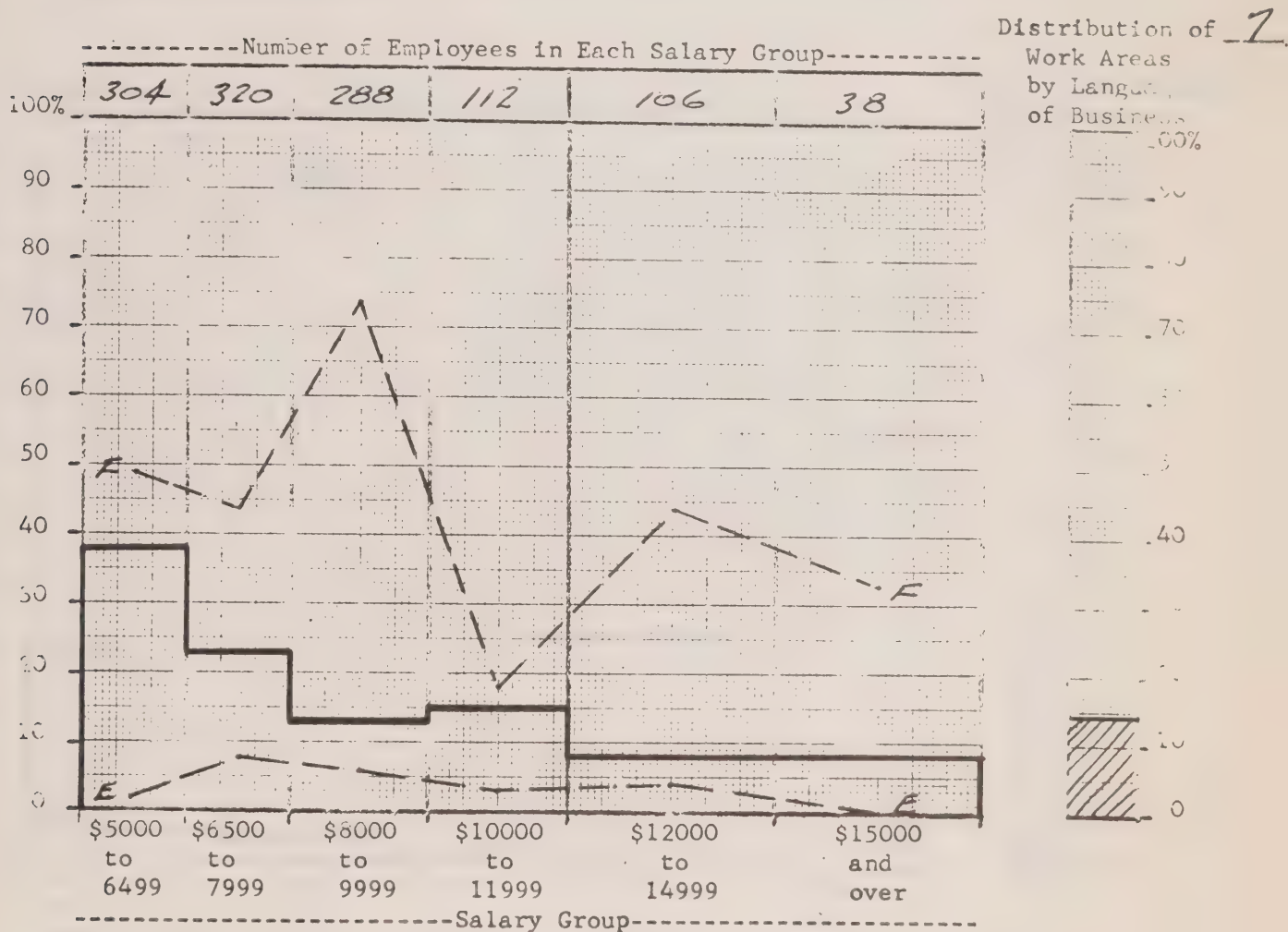
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Top Rec Area Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, percent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location USQ

Number of Firms 5 Total Number of Employees 1168

Region ALL

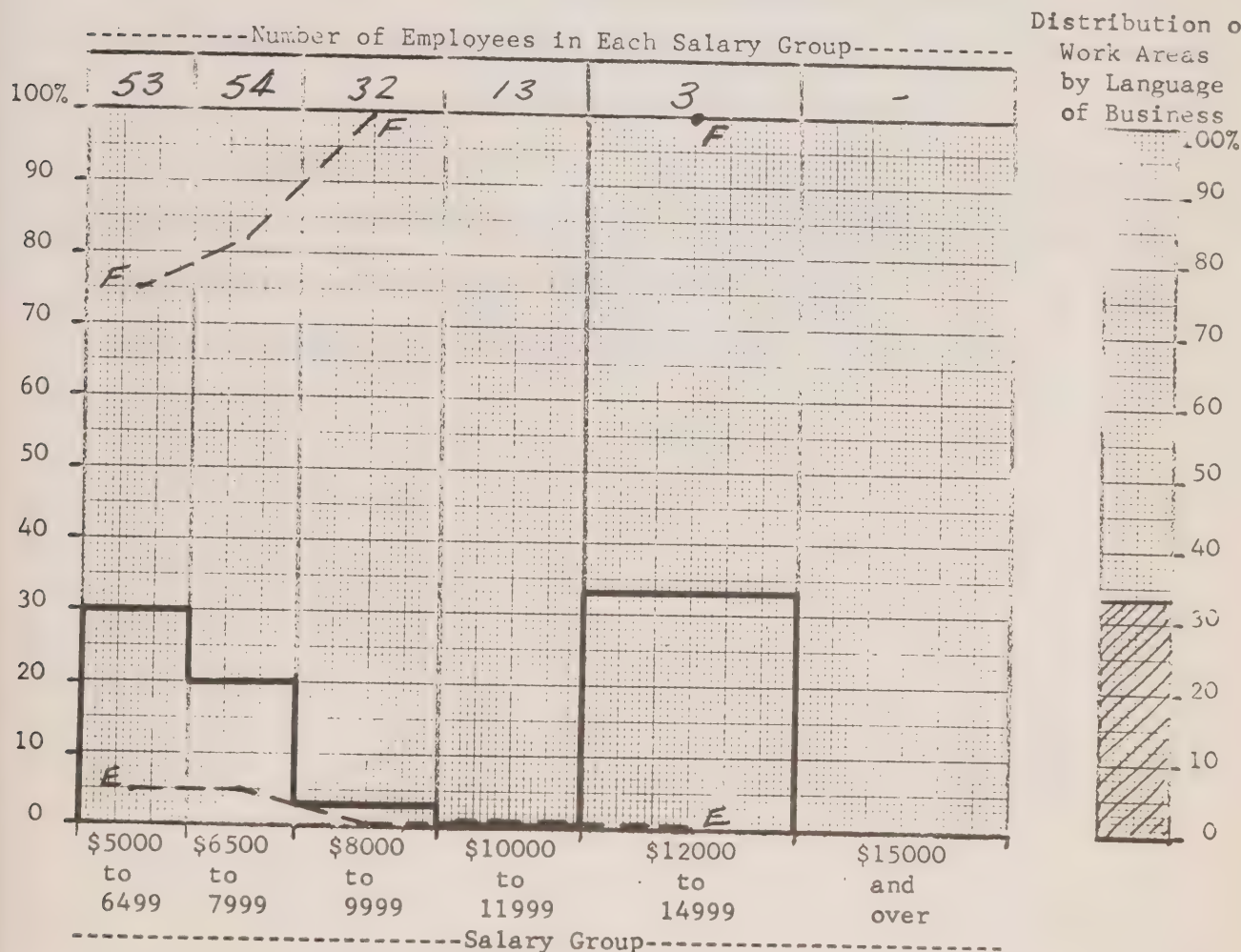
Function ENGINEERING + R&D

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.70.4
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:
 - Bar Chart at left shows per cent French-speaking.
2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:
 - Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.
3. Distribution of Work Areas by Language of Business:
 - Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location USC

Number of Firms 2 Total Number of Employees 155

Region ALL

Function ENGINEERING + R&D

3.2.1.4.5 Differences in Finance and Accounting Due to Ownership-
Location

As Chart 1.0.0.5 suggests, of 166 people earning over \$ 12,000 per annum in this functional area, only 16 are French-Canadians. Of these, five are employed by FCQ and two by ForFrQ firms. ECQ firms employ six and UKQ firms employ three. USQ, ECC and USC firms employ none. For all 16 people mentioned, the bilingual requirements are 100 per cent. We would conclude, therefore, that at higher levels of responsibility in Finance and Accounting, the use of English is dominant.

Unilingual French work areas are operated by FCQ, ECQ and ForFrQ firms. All ownership-location types operate bilingual work areas, but the proportion of unilingual English work areas is 62.2 per cent - very nearly as high as for Engineering and Research & Development.

STUDY ON CORPORATE POLICIES AND PRACTICES
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3.2.2
CURRENT STATUS

CHART 1.10.5
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

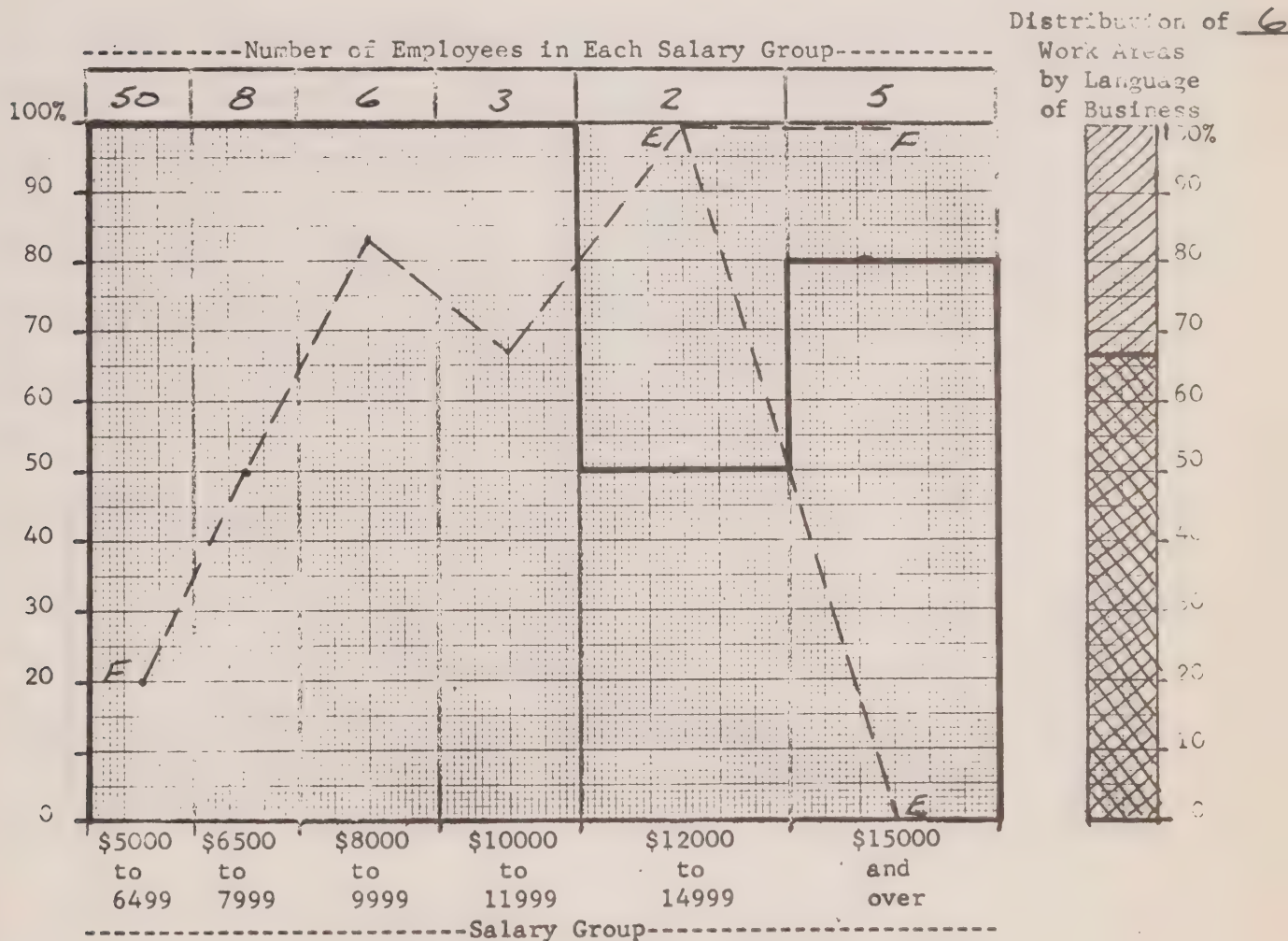
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
- English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location FCQ

Number of Firms 6 Total Number of Employees 74

Region ALL

Function FIN & ACCTG

STUDY ON CORPORATE POLICIES AND PRACTICES
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3.2.2
CURRENT STATUS

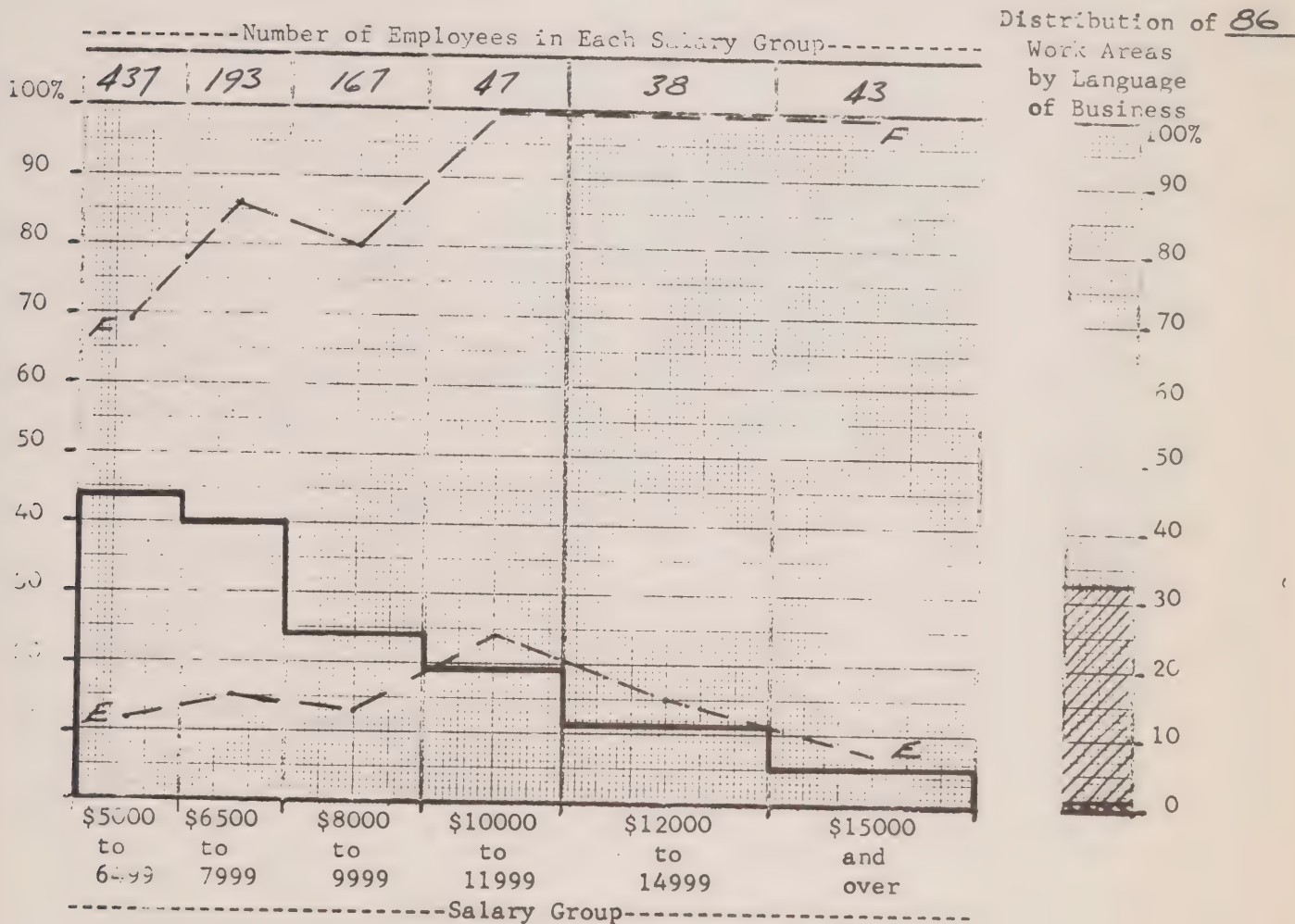
CHART 1.2.0.5
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:
- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location ECQ

Number of Firms 12 Total Number of Employees 925

ion ALL

tion FIN & ACCTG

**STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM**

**3.2.2
CURRENT STATUS**

**CHART 13.0.5
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER**

1. Breakdown of Employees by Mother Tongue and Salary Group:

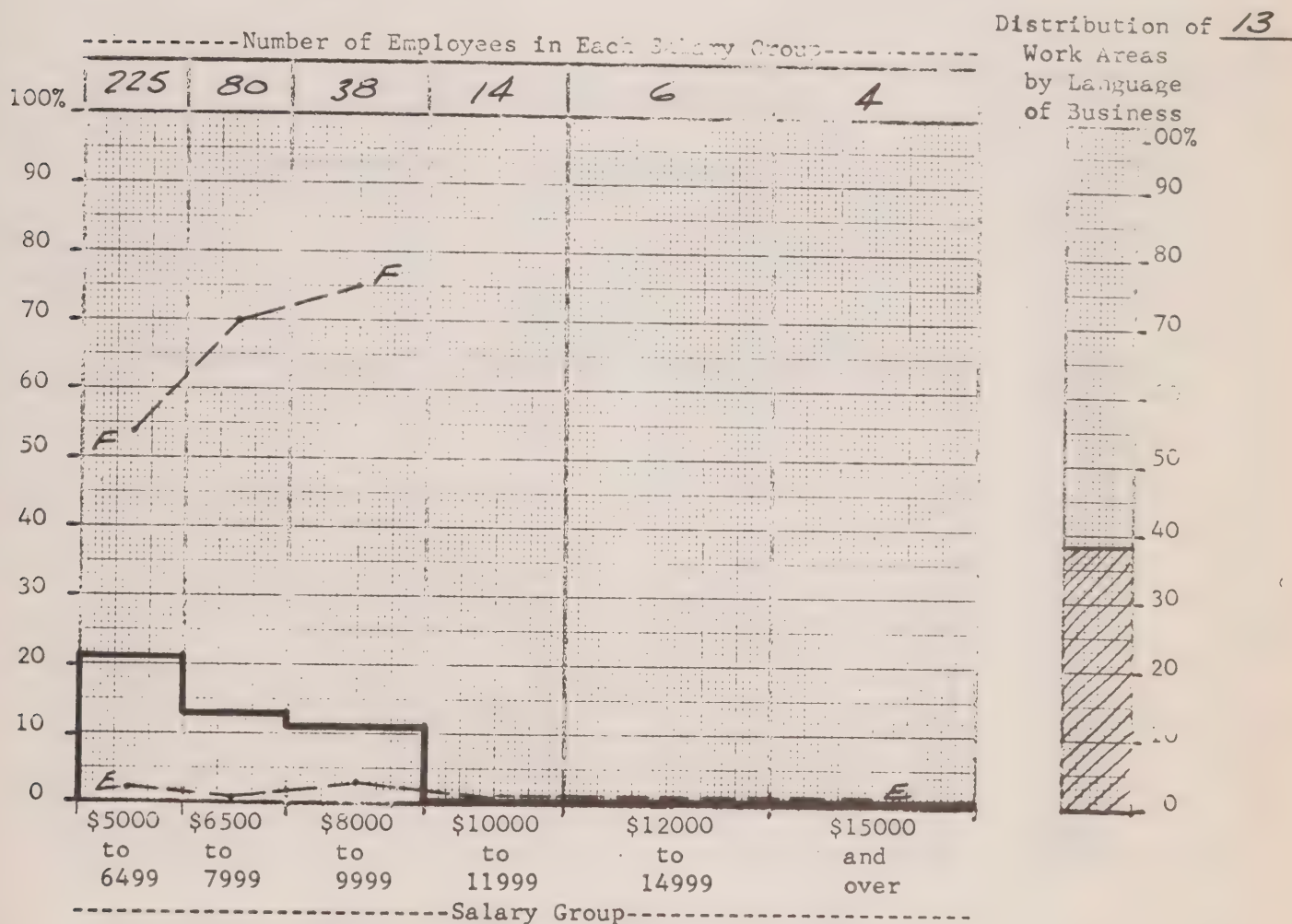
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location ECC

Number of Firms 4 Total Number of Employees 367

Region ALL

Function FIN & ACCTG

STUDY ON CORPORATE POLICIES AND PRACTICES
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1.2.2
CURRENT STATUS

CHART 1.4.0.5
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

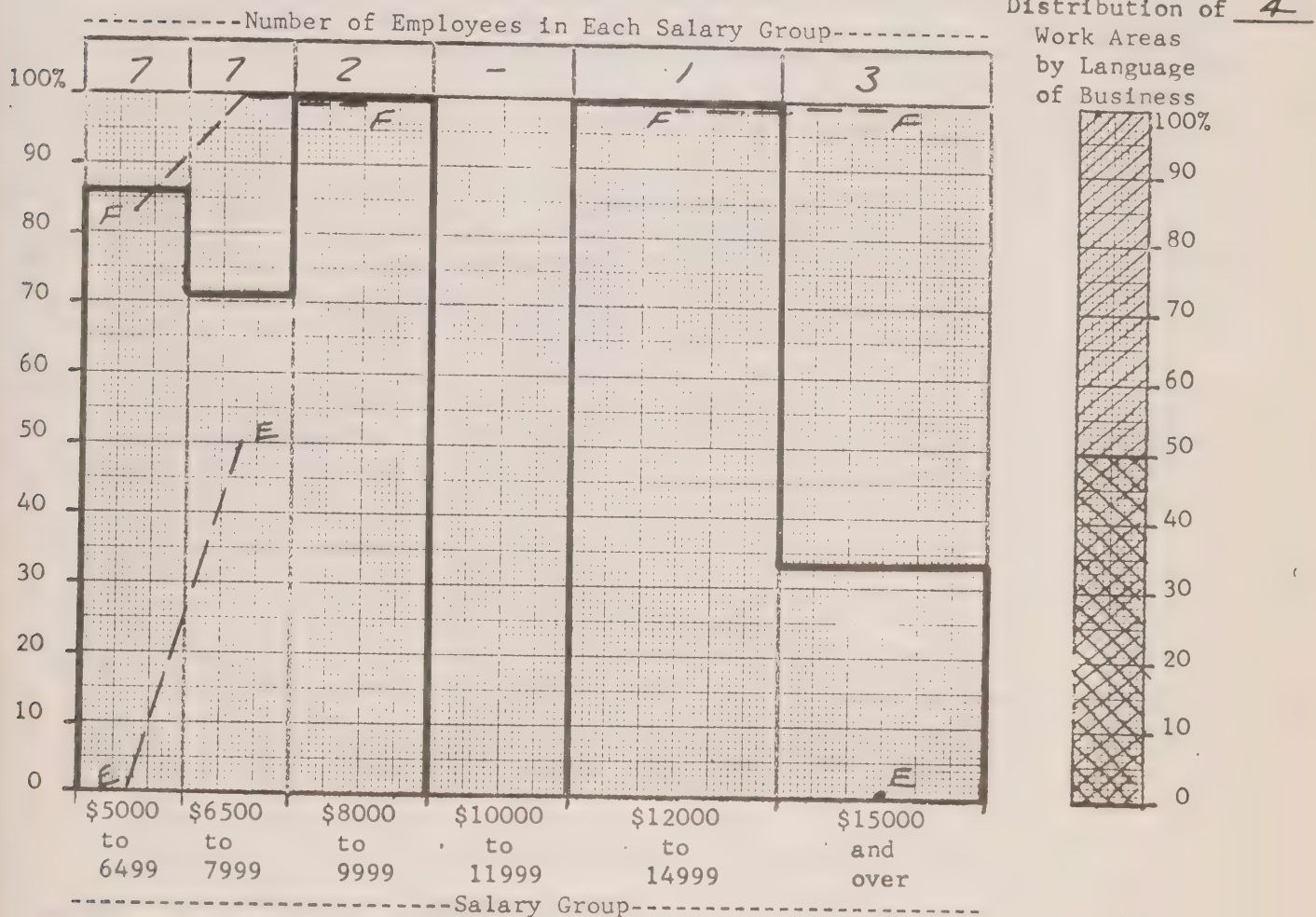
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location FOR FR Q

Number of Firms 3 Total Number of Employees 20

Region ALL

Function FIN & ACCTG

STUDY ON CORPORATE POLICIES AND PRACTICES
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3.2.2
CURRENT STATUS

CHART 1.5.0.5
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

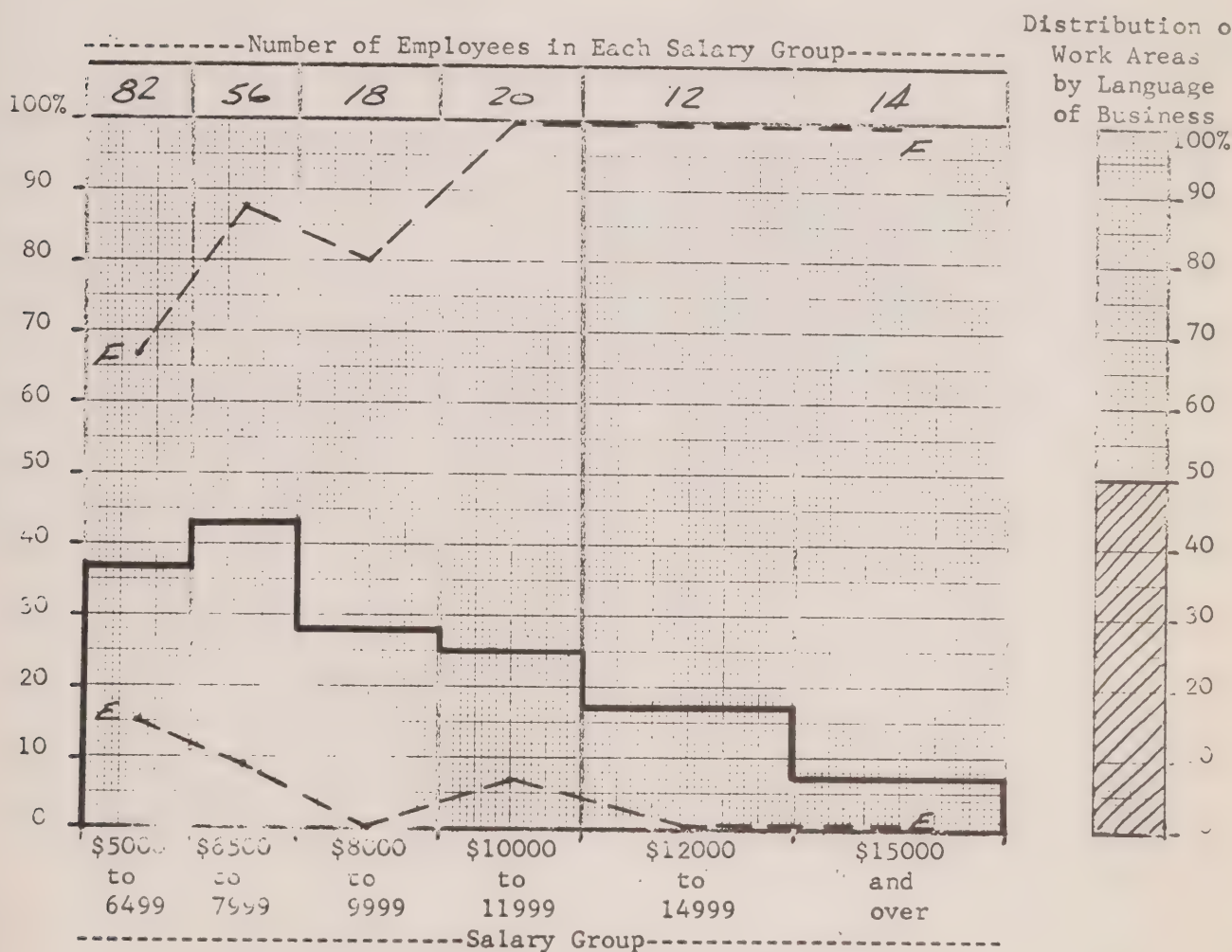
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location UKQ

Number of Firms 4 Total Number of Employees 202

Region ALL

Section FIN & ACCTG

STUDY ON CORPORATE POLICIES AND PRACTICES
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3.2.2
CURRENT STATUS

CHART 1.6.0.5
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

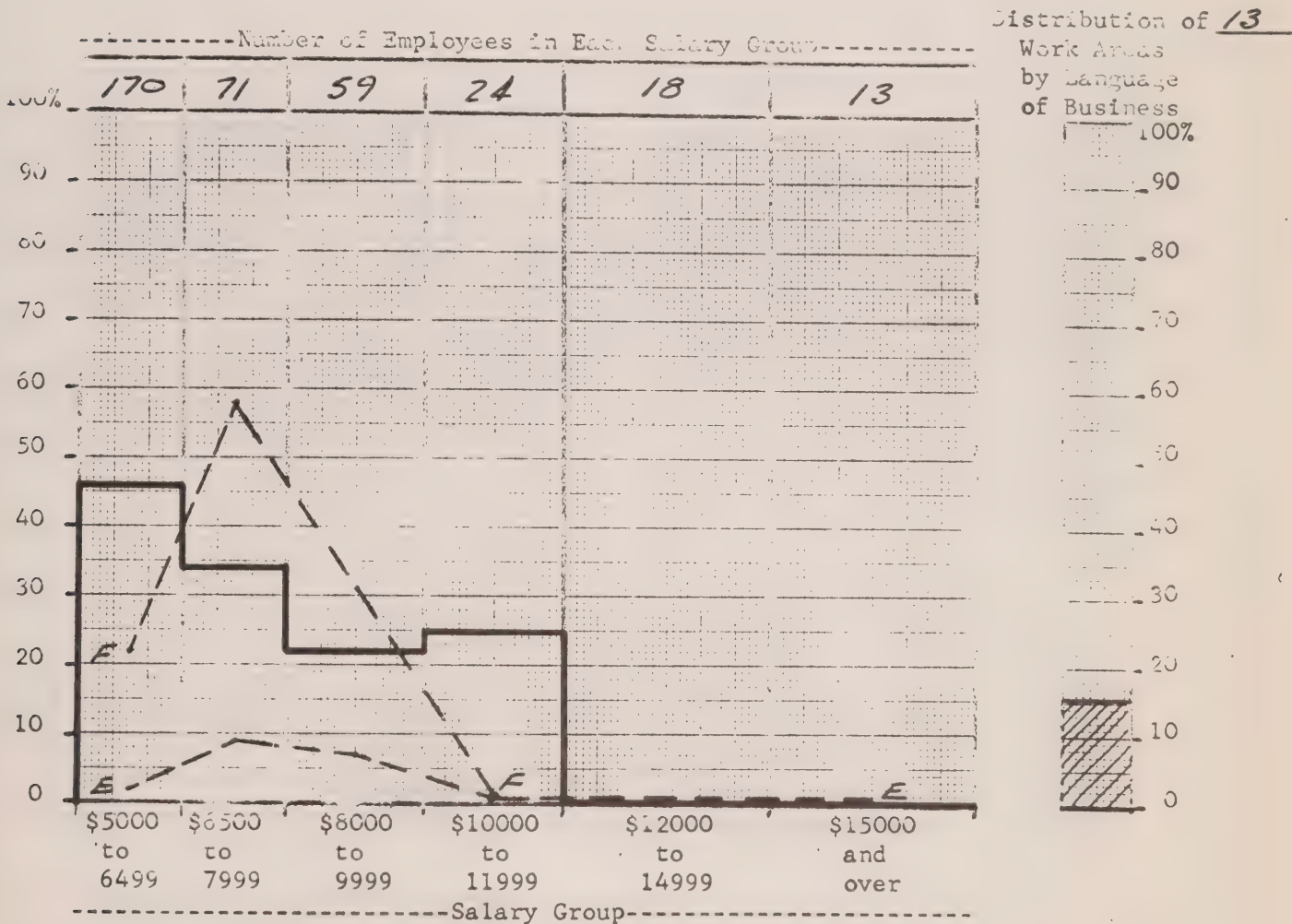
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location USQ

Number of Firms 5 Total Number of Employees 355

Industry ALL

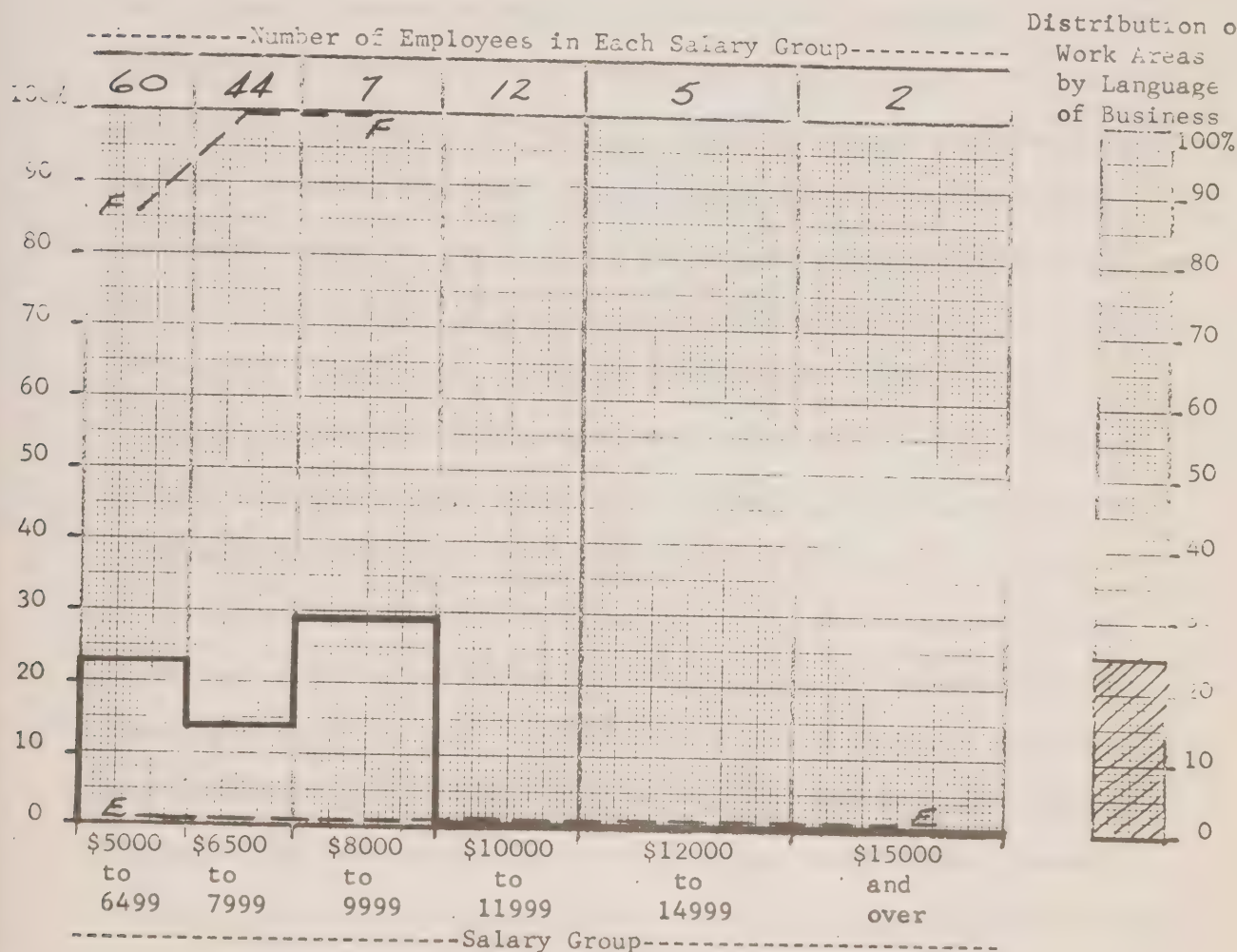
Function FIN & ACCTG

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.7-0.5
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:
 - Bar Chart at left shows per cent French-speaking.
2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:
 - Single Lines: French-speaking employees marked 'F'.
 - English-speaking employees marked 'E'.
3. Distribution of Work Areas by Language of Business:
 - Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location USC

Number of Firms 2 Total Number of Employees 130

Region ALL

Function FIN & ACCTG

3.2.1.4.6 Differences in the Public Relations Function Due to Ownership-Location

The Public Relations functional area is relatively small (in terms of employment), but it has been picked out for separate study because of its importance as a direct link between the firm and its social environment.

Many companies - especially the smaller ones - include these duties among those of general management, but there are relatively large firms represented in every one of our ownership-location types. With this in mind, it is interesting to note that ECQ firms seem to place much more emphasis on public relations than any other group, both in terms of employment (68 people out of 86 in all ownership-location types) and work areas (14 out of 21). As a result, the characteristics of Chart 1.0.0.6 are heavily biased in the direction of ECQ firms (Chart 1.2.0.6).

In both charts, the line representing the proportion of French-Canadians by salary group tends to be U-shaped, and the bilingual requirements on both French- and English-speaking employees are high.

Of the total number of work areas (21) in the Public Relations functional area, 11 are located in Montreal and five elsewhere in the Province of Quebec. Eight work areas in Montreal and four elsewhere in Quebec are bilingual. Two work areas, both in Montreal, are unilingual English. Only two work areas, both unilingual English, are located in Ontario. In addition, there are two work areas in the Western Provinces and one in the Atlantic Provinces, also unilingual English.

**STUDY ON CORPORATE POLICIES AND PRACTICES
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**3.2.2
CURRENT STATUS**

**CHART 1.2.0.6
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER**

1. Breakdown of Employees by Mother Tongue and Salary Group:

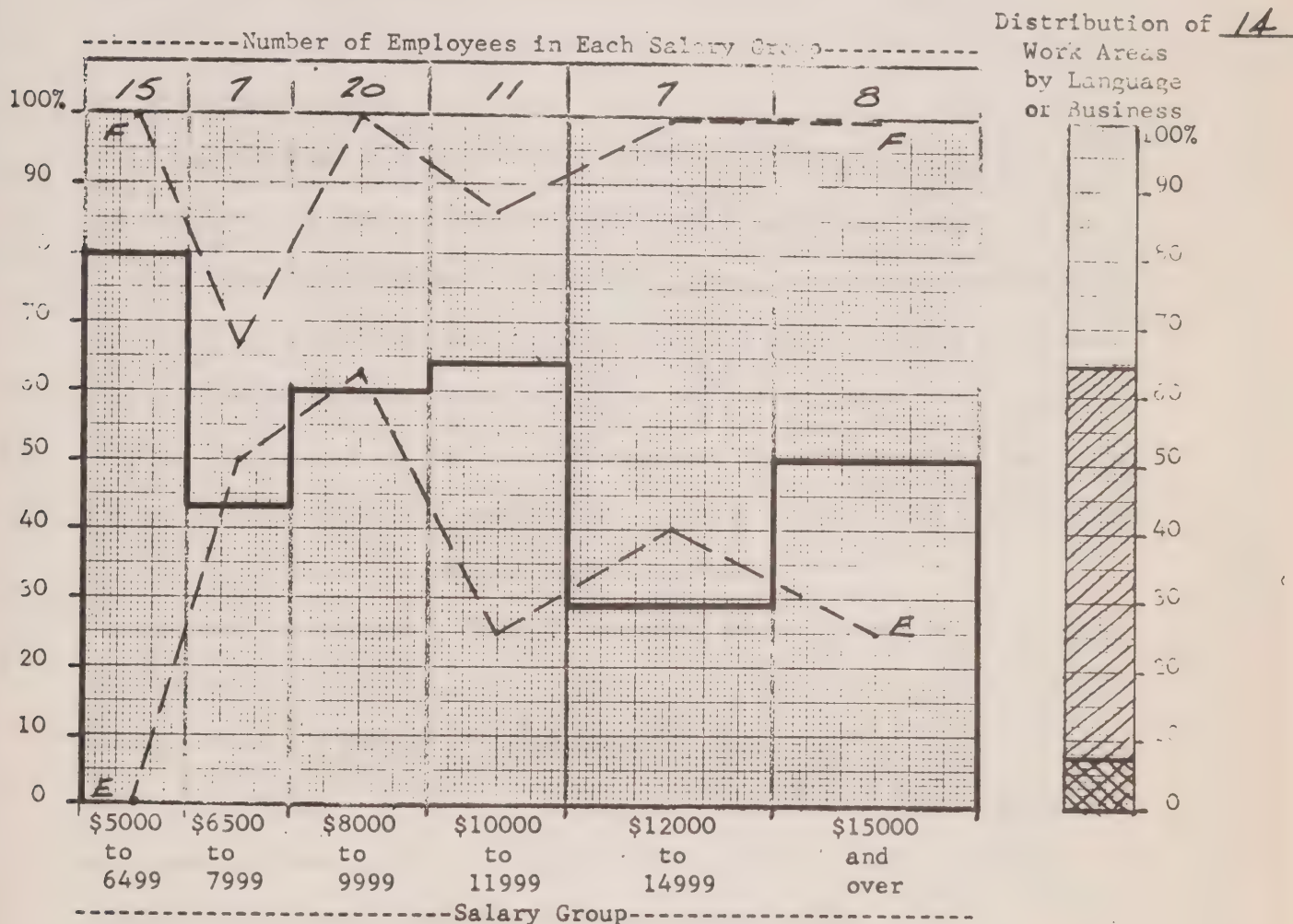
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location ECQ

Number of Firms 12 Total Number of Employees 68

Region ALL

Function PUBLIC RELATIONS

3.2.1.4.7 Differences in the Purchasing Function Due to Ownership-Location

Conditions of bilingualism and the language of business in the purchasing function should give some idea of the practices pursued by firms in their roles as buyers. Although, as noted in the Marketing section, the customer should, theoretically, call the tune, this principle is seldom followed vigorously by firms of either French- or English-speaking ownership types. To begin with, the influences exerted by the buyer depends on the relative size of his purchases and the existence or non-existence of alternative sources of supply.

Of primary importance to purchasing firms, however (as confirmed to us during our interviews with both French- and English-speaking firms), are conditions of sale respecting price, delivery, credit continuance of supply, service and so forth. Only when all these factors had been satisfactorily covered did the question of language arise. Much more emphasis was put on language in selling than in buying.

In smaller companies, and in companies where the diversity of supply requirements is not great, the purchasing function is carried out, in the main, by more junior staff employees. Often the larger part of purchasing commitments is handled through contracts negotiated by general management. Thus, we note on Chart 1.0.0.7 that the total number of people earning over \$ 15,000 per annum is quite small.

ECQ firms have no employees specifically designated as purchasing agents earning over \$ 15,000 per annum, and all 13 people earning less than that are French-Canadians. The bilingual requirements on these people are 100 per cent in all but one case.

ECQ firms hire no French-Canadians in purchasing at salaries over

\$ 15,000 per annum, although the bilingual requirement on English-speaking employees rises sharply in that salary group, as if to account for this. In lower salary groups, the bilingual requirement on French-speaking employees is quite high, and it is higher than average for English-speaking employees. Even so, the proportion of unilingual English work areas is dominant. Even in Montreal, of the 18 work areas operated by the group of firms, nine are unilingual English and nine are bilingual.

The pattern of a relatively small proportion of French-Canadians, all employed in the first three or four salary groups, is repeated for ECC, UKQ, USQ and USC firms. In all cases, the bilingual requirement on French-Canadians is high. All groups operate bilingual work areas, but unilingual English is dominant. Taking the Province of Quebec (including Montreal) alone, 11 out of 27 work areas are unilingual English, one is unilingual French and 15 are bilingual. In this province, the bilingual requirement on English-speaking employees is well above average, ranging from 17 to 60 per cent.

Effect of Region

The degree of adjustment to environmental conditions at the local level is shown on Chart 1.0.2.7, which relates to purchasing operations of all ownership-location types in Quebec outside of Montreal. Here it is seen that the proportion of French-Canadians and the bilingual requirement on English-speaking employees are both higher. Bilingual and unilingual French work areas are also proportionately greater.

STUDY ON CORPORATE POLICIES AND PRACTICES
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3.2.2
CURRENT STATUS

CHART 1.10.7
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

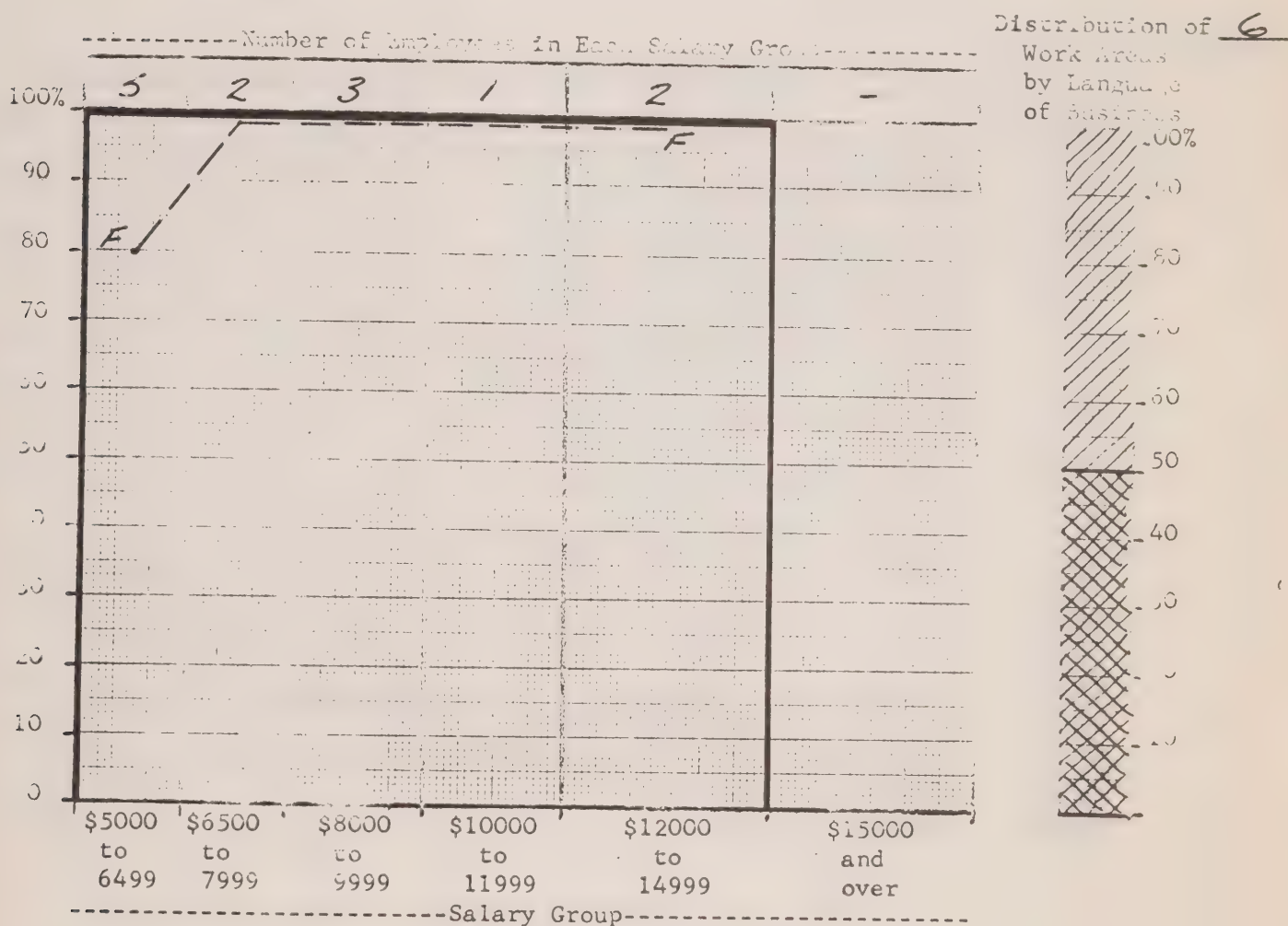
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
- English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample

TOTAL

Ownership - Location

FCQ

Number of Firms

6

Total Number of Employees

13

Location

ALL

Function

PURCHASING

STUDY ON CORPORATE POLICIES AND PRACTICES
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3.2.2
CURRENT STATUS

CHART 1.2.0.7
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

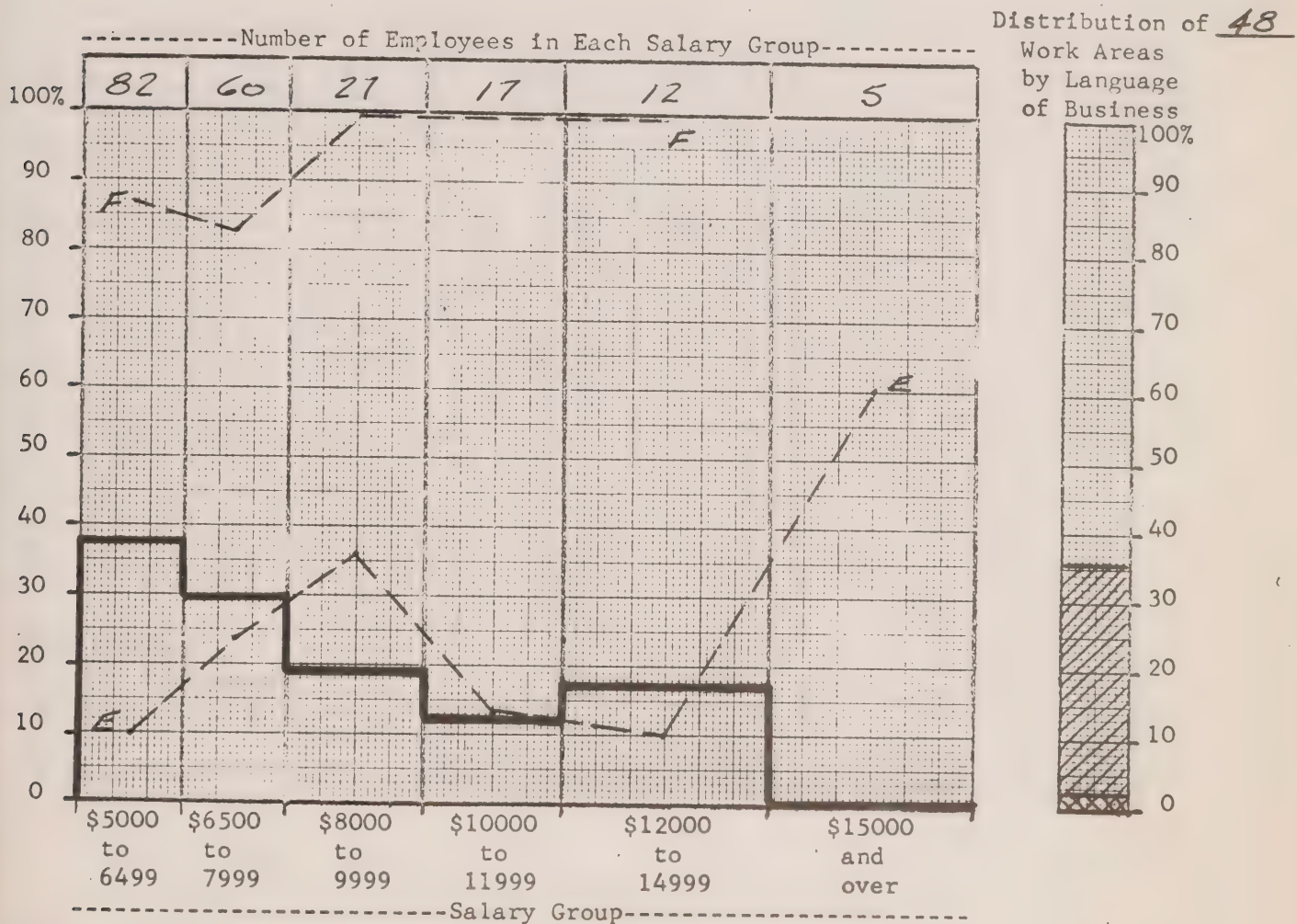
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location ECQ

Number of Firms 12 Total Number of Employees 203

Region A&L

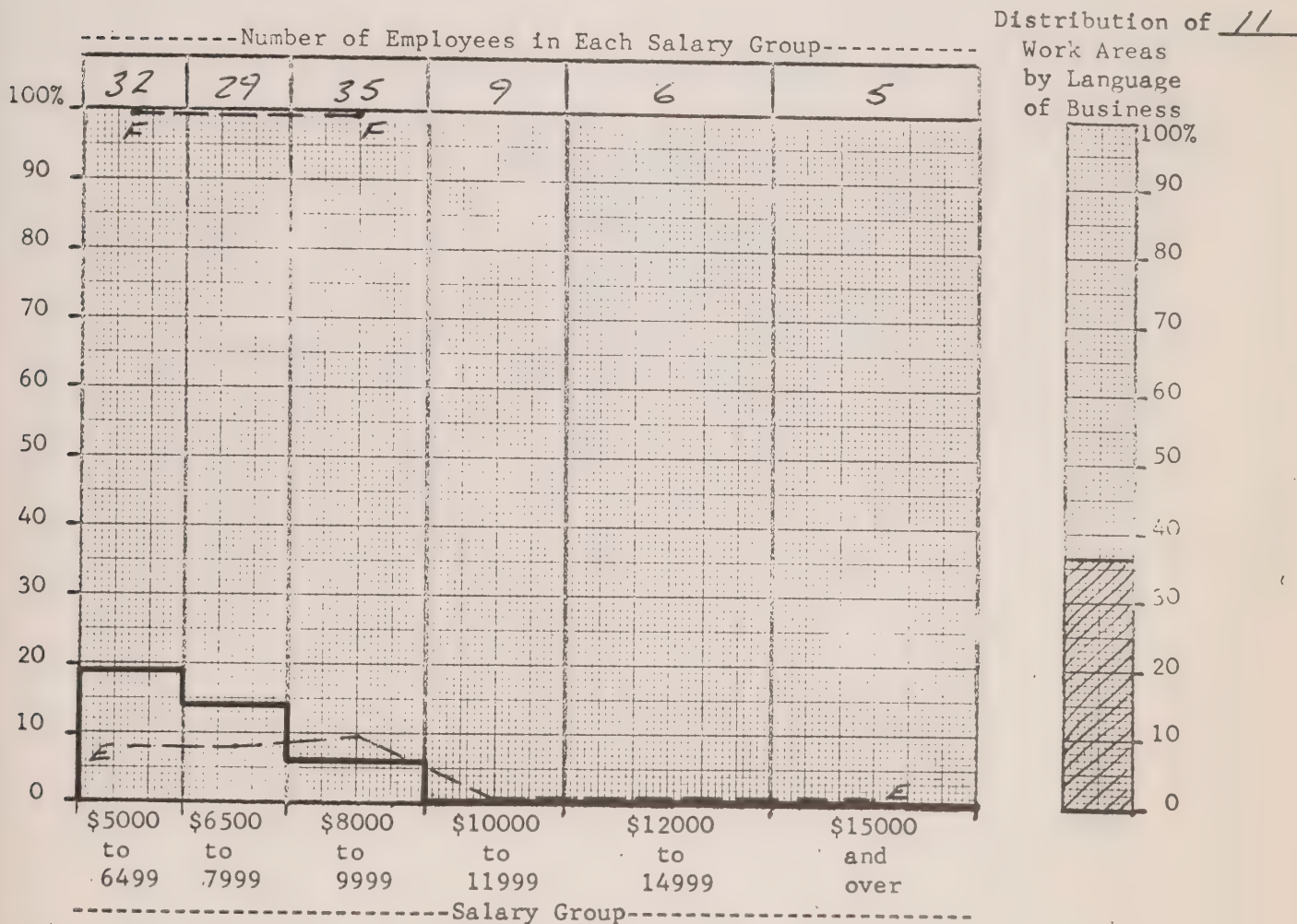
Function PURCHASING

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.3.0.7
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:
- Bar Chart at left shows per cent French-speaking.
2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:
- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.
3. Distribution of Work Areas by Language of Business:
- Bar Chart at right shows per cent French only, percent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location ECC

Number of Firms 4 Total Number of Employees 116

Region ALL

Function PURCHASING

STUDY ON CORPORATE POLICIES AND PRACTICES
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3.2.2
CURRENT STATUS

CHART 1.4.0.7
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

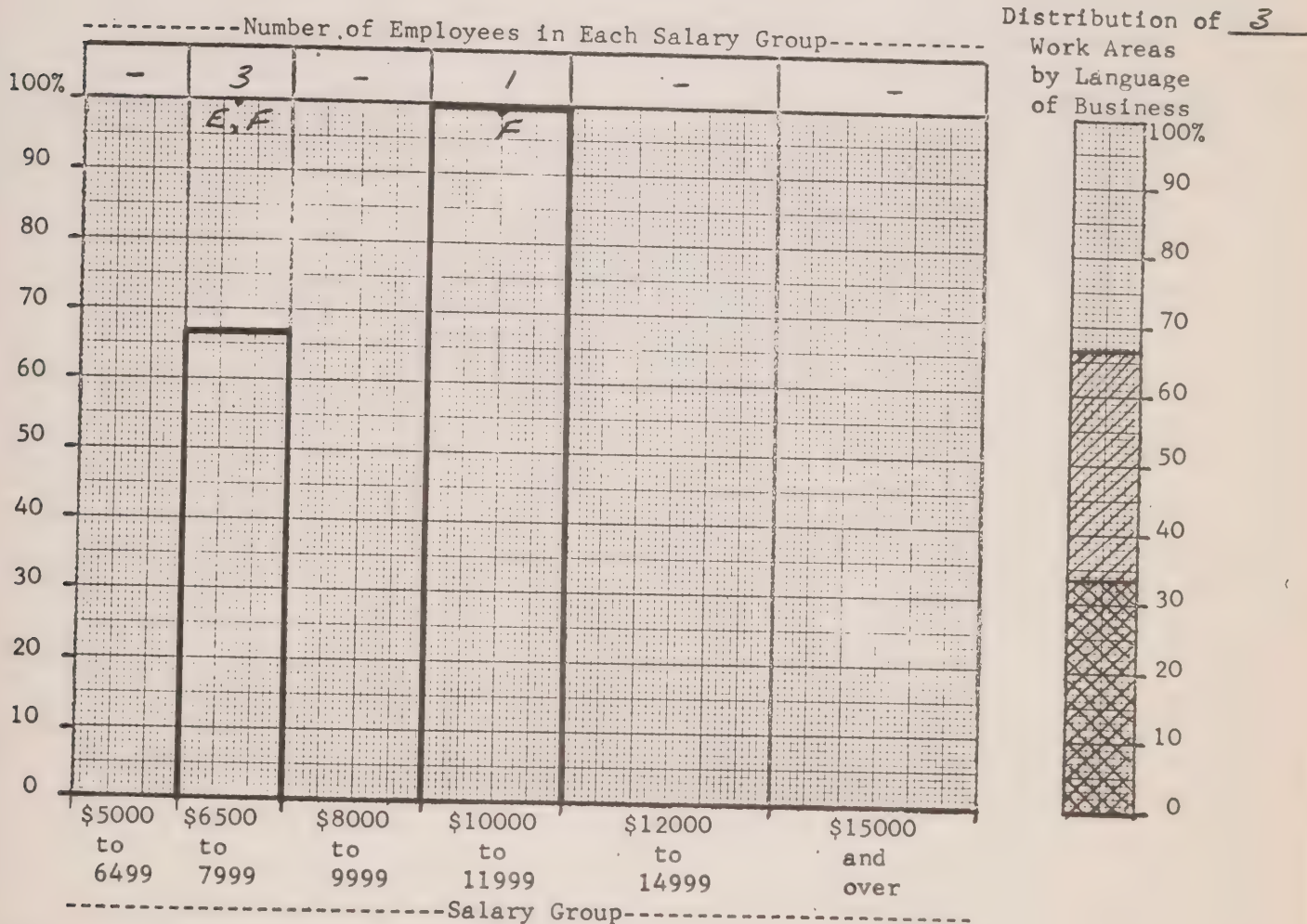
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location FOR FRQ

Number of Firms 3 Total Number of Employees 4

Region ALL

Function PURCHASING

STUDY ON CORPORATE POLICIES AND PRACTICES
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3.2.2
CURRENT STATUS

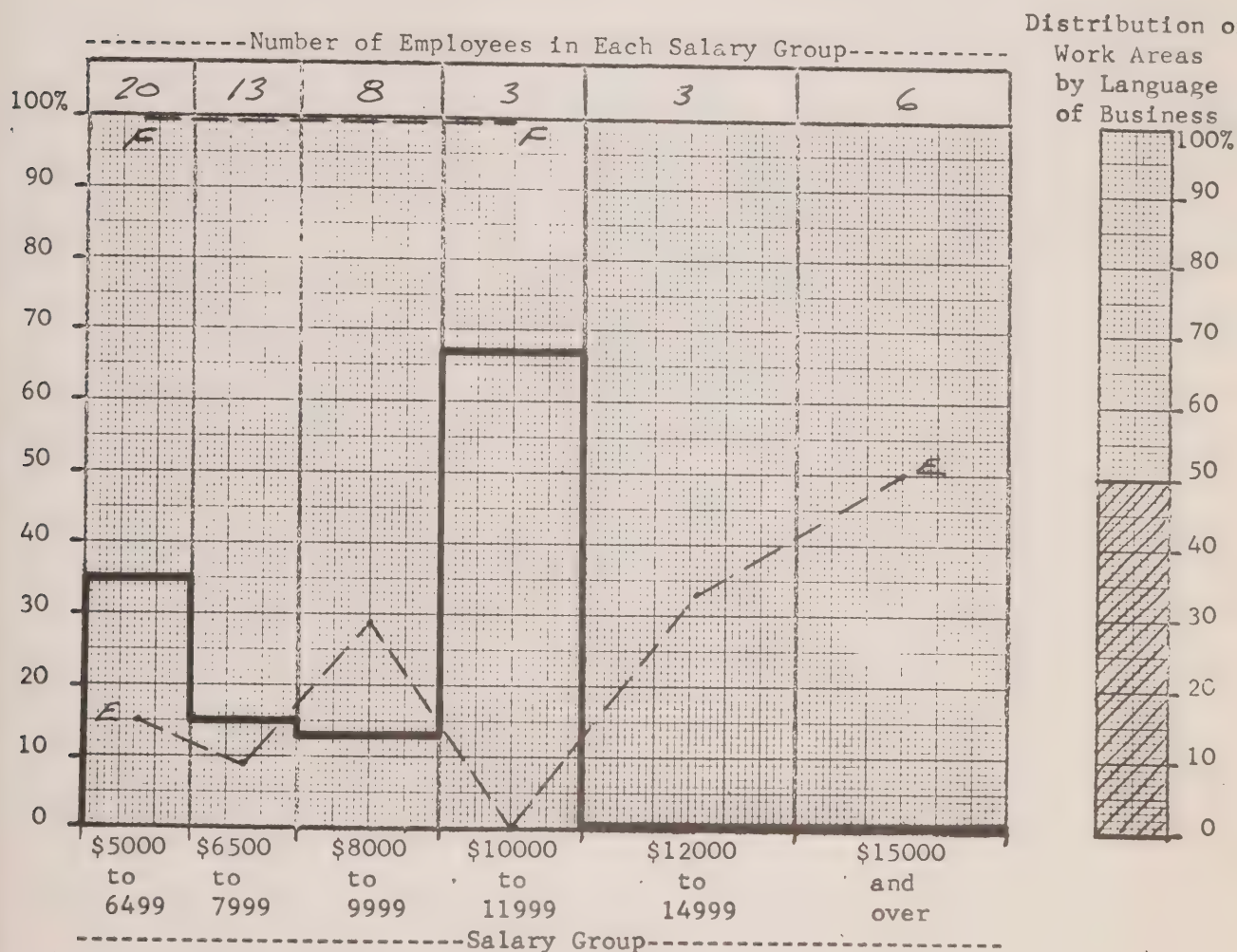
CHART 1.5.0.7
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:
- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location UKQ

Number of Firms 4 Total Number of Employees 53

Region ALL

Function PURCHASING

STUDY ON CORPORATE POLICIES AND PRACTICES
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3.2.2
CURRENT STATUS

CHART 16.0.7
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

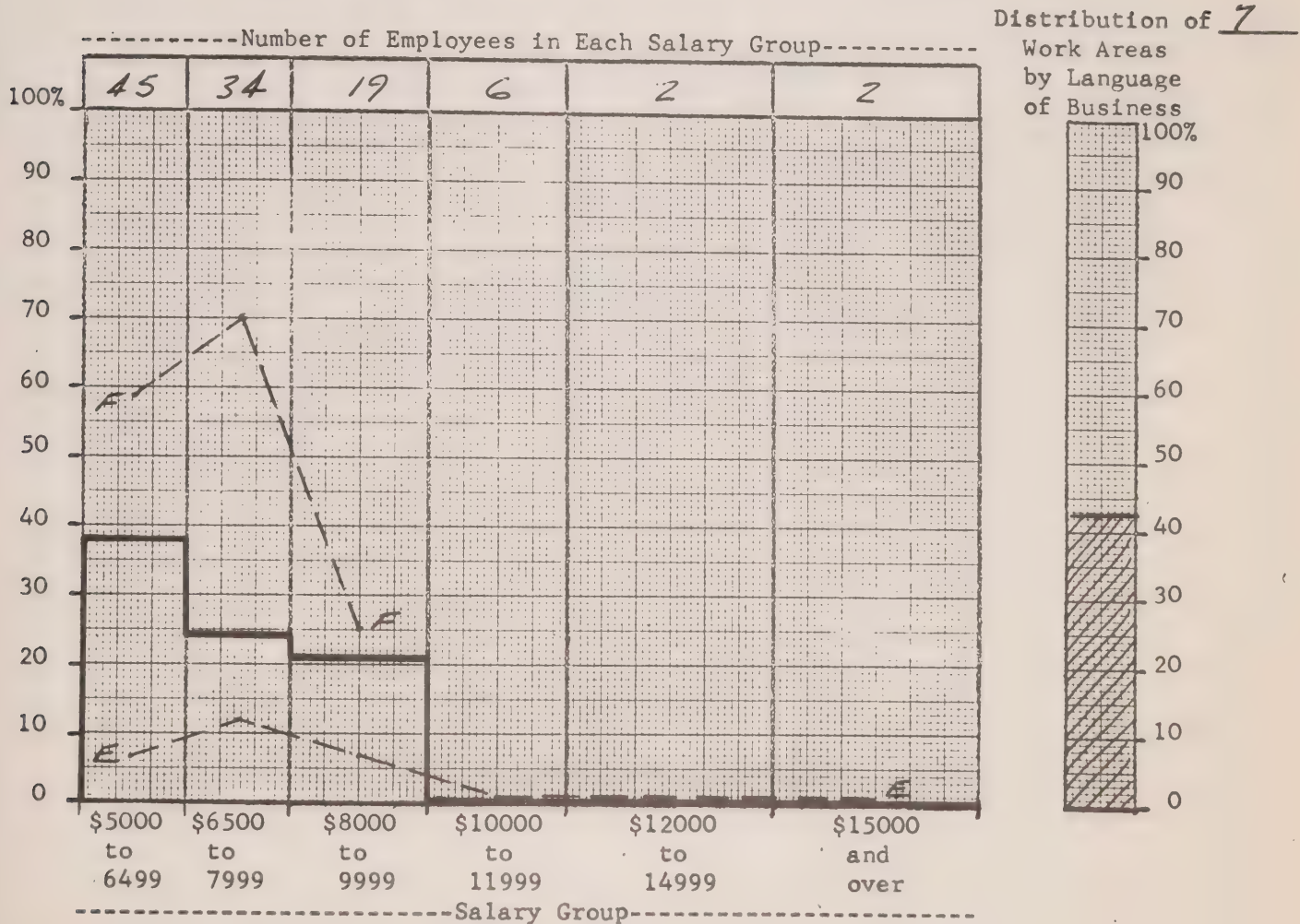
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas - by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location USQ

Number of Firms 5 Total Number of Employees 108

Region ALL

Function PURCHASING

**STUDY ON CORPORATE POLICIES AND PRACTICES
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**3.2.2
CURRENT STATUS**

**CHART 1.7.0.7
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER**

1. Breakdown of Employees by Mother Tongue and Salary Group:

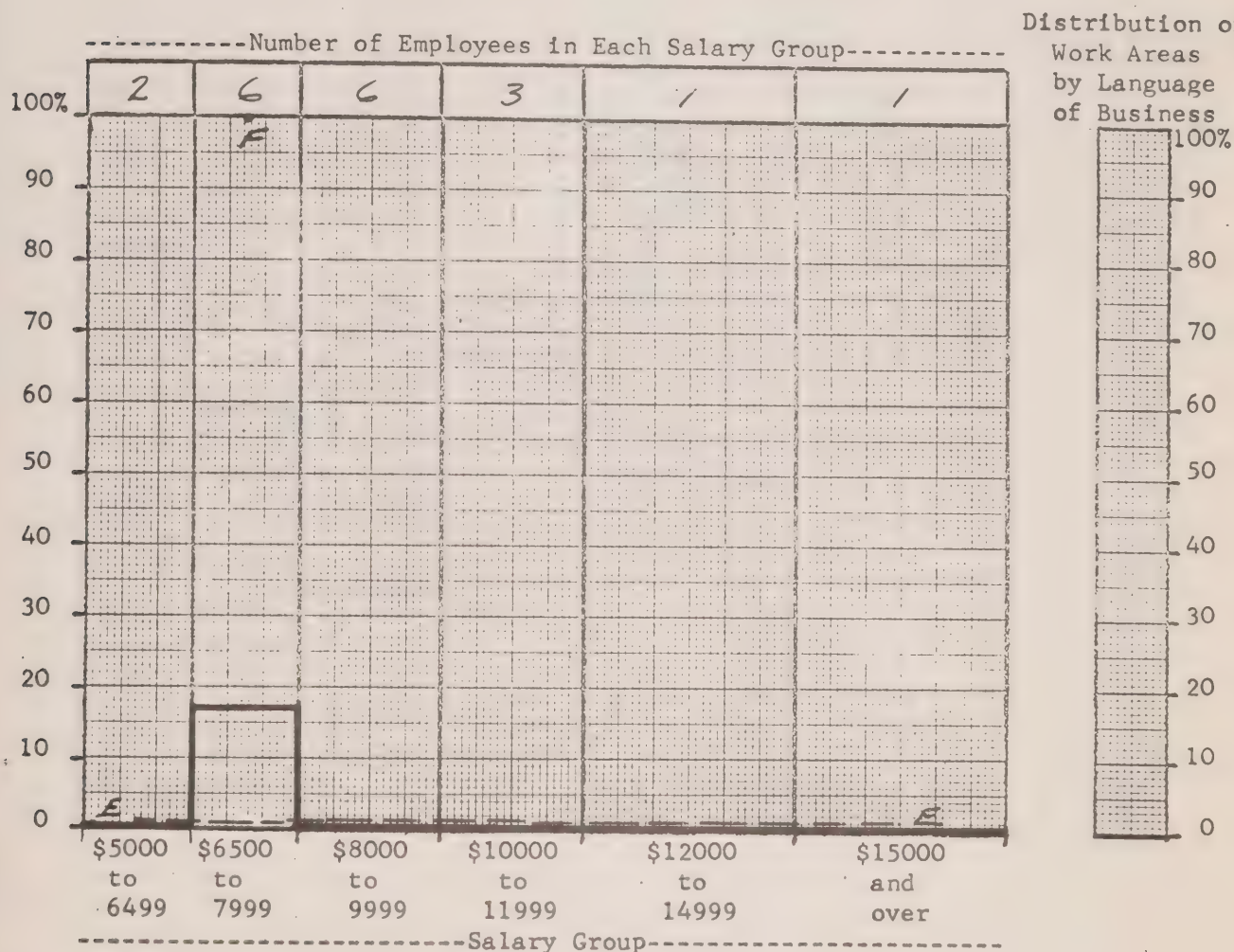
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location USC

Number of Firms 2 Total Number of Employees 19

Region ALL

Function PURCHASING

STUDY ON CORPORATE POLICIES AND PRACTICES
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3.2.2
CURRENT STATUS

CHART 1.0.2.7
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

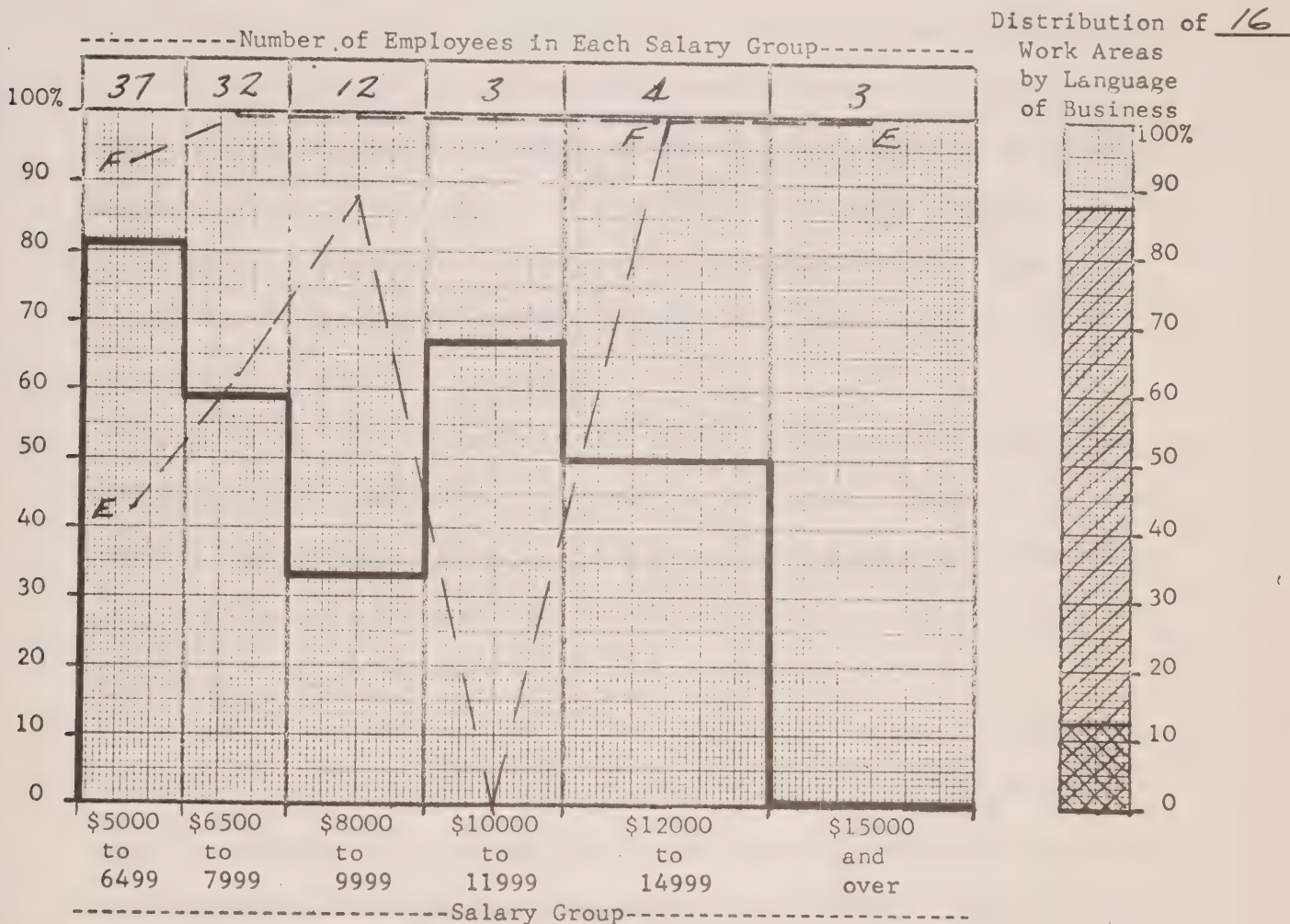
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location ALL

Number of Firms 31 Total Number of Employees 91

Region QUEBEC EXCL MONTREAL

Function PURCHASING

3.2.1.4.8 Differences in "Other" Functional Areas Due to Ownership-Location

As noted earlier, this group of functions comprises all other areas not specified in the preceding sections. It is thus difficult to generalize for the lower salary groups. In the upper groups, however, the largest single element is general management, and this is what we shall pay particular attention to in the present section. Evidence of the division of this "functional area" in two groups (general management and others) is given by the distribution of total employment by salary group, as shown in the boxes above the bar chart. In nearly every ownership-location type, a clustering in the direction of each end is noticeable, with a drop in numbers in the intermediate salary groups. This polarization is not evident in any other set of charts.

FCQ and USC firms constitute the extreme cases. In the former, all employees are French-Canadian, although the bilingual requirement on them is quite high. In the latter, all employees but one are English-speaking, and the bilingual requirement on them is zero. Other types of firms, including ForFrQ, lie between.

Of the 27 French-Canadians in the total sample earning over \$ 15,000 per annum in this functional area, 26 are located in the Province of Quebec. Of these, nine are employed by FCQ firms, ten by ECQ firms, three by ForFrQ firms, three by USQ firms and one by UKQ firms. Twenty-two of the 26 are located in Montreal.

At this level, the bilingual requirement on French-speaking employees is high. For most ownership-location types, it is 100 per cent, but for the two largest employers of the group (FCQ and ECQ), it is a little lower (89 per cent and 73 per cent, respectively).

Because of the diversity of functions represented, it is difficult to draw conclusions regarding the language of business, as expressed by the distribution of work areas. For general management, the best indication seems to be given by the bilingual requirements. For the rest, we do note that the proportion of unilingual English work areas is just over half, and that the proportion of unilingual French work areas is very small - less than for any other functional area.

**STUDY ON CORPORATE POLICIES AND PRACTICES
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**3.2.2
CURRENT STATUS**

CHART 1.1.0.8
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

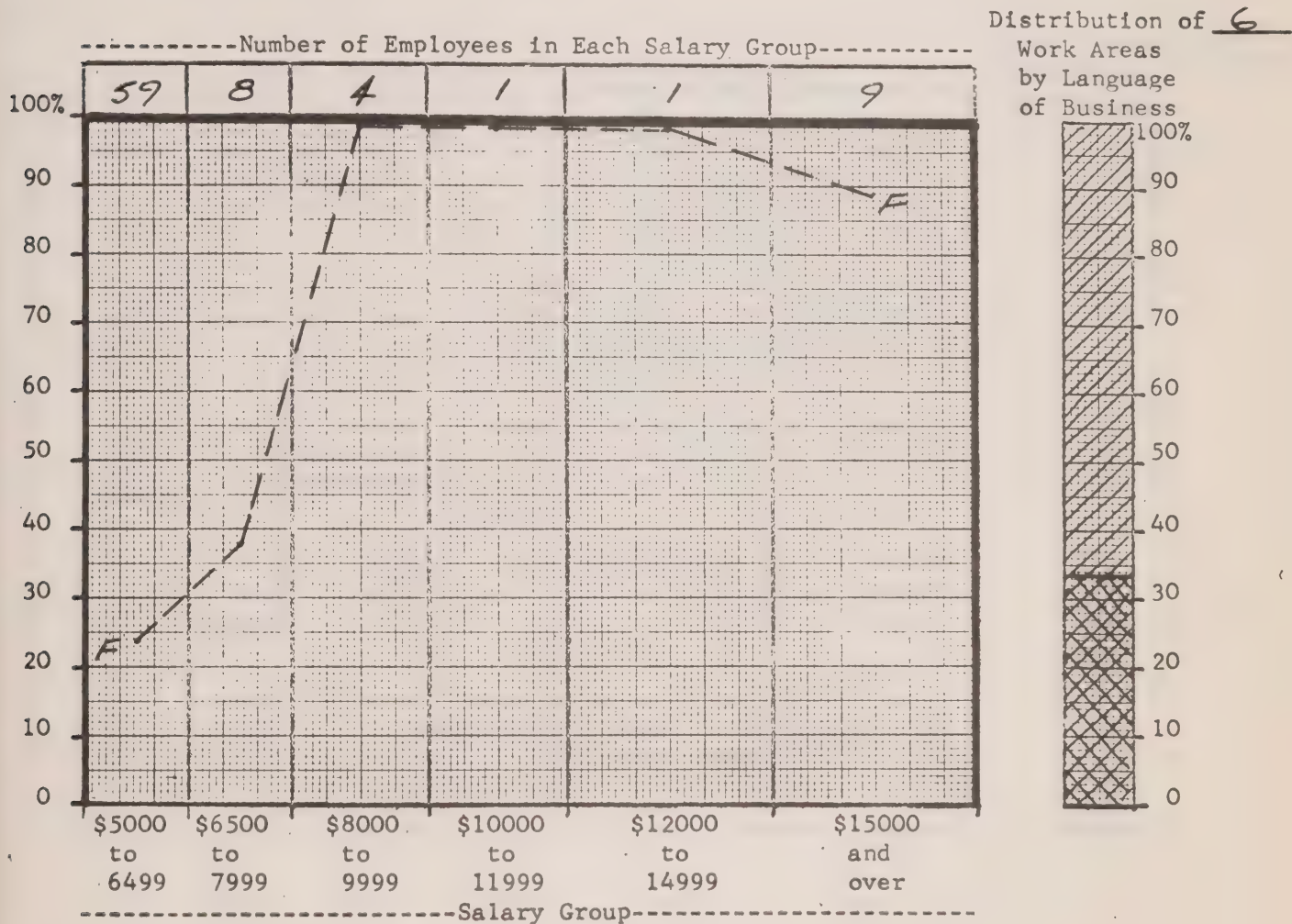
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas - by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location FCQ

Number of Firms 6 Total Number of Employees 82

Region ALL

Function "OTHER"

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.2.0.8
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

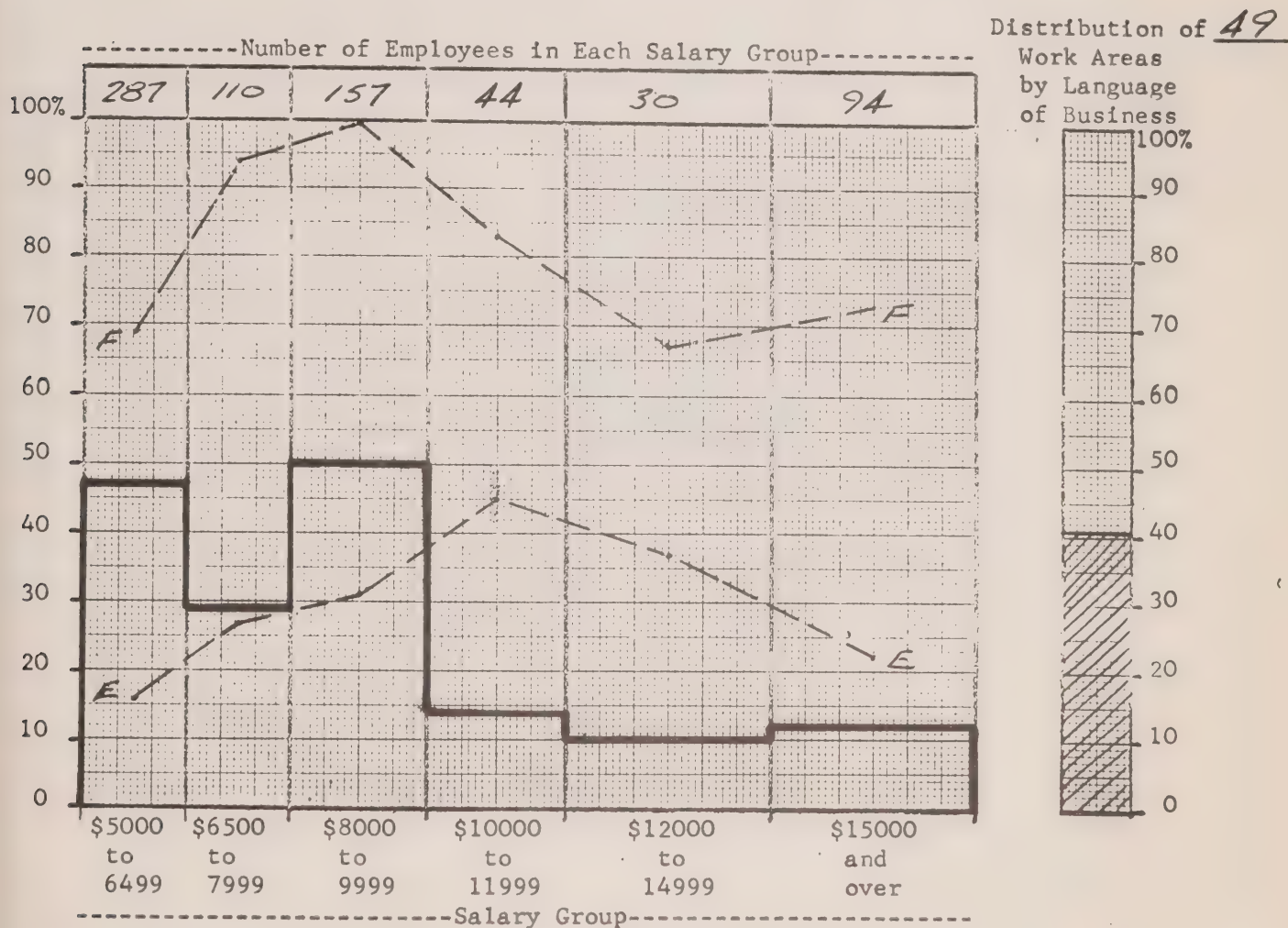
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location ECQ

Number of Firms 12 Total Number of Employees 722

Region ALL

Function "OTHER"

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.3.0.8
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

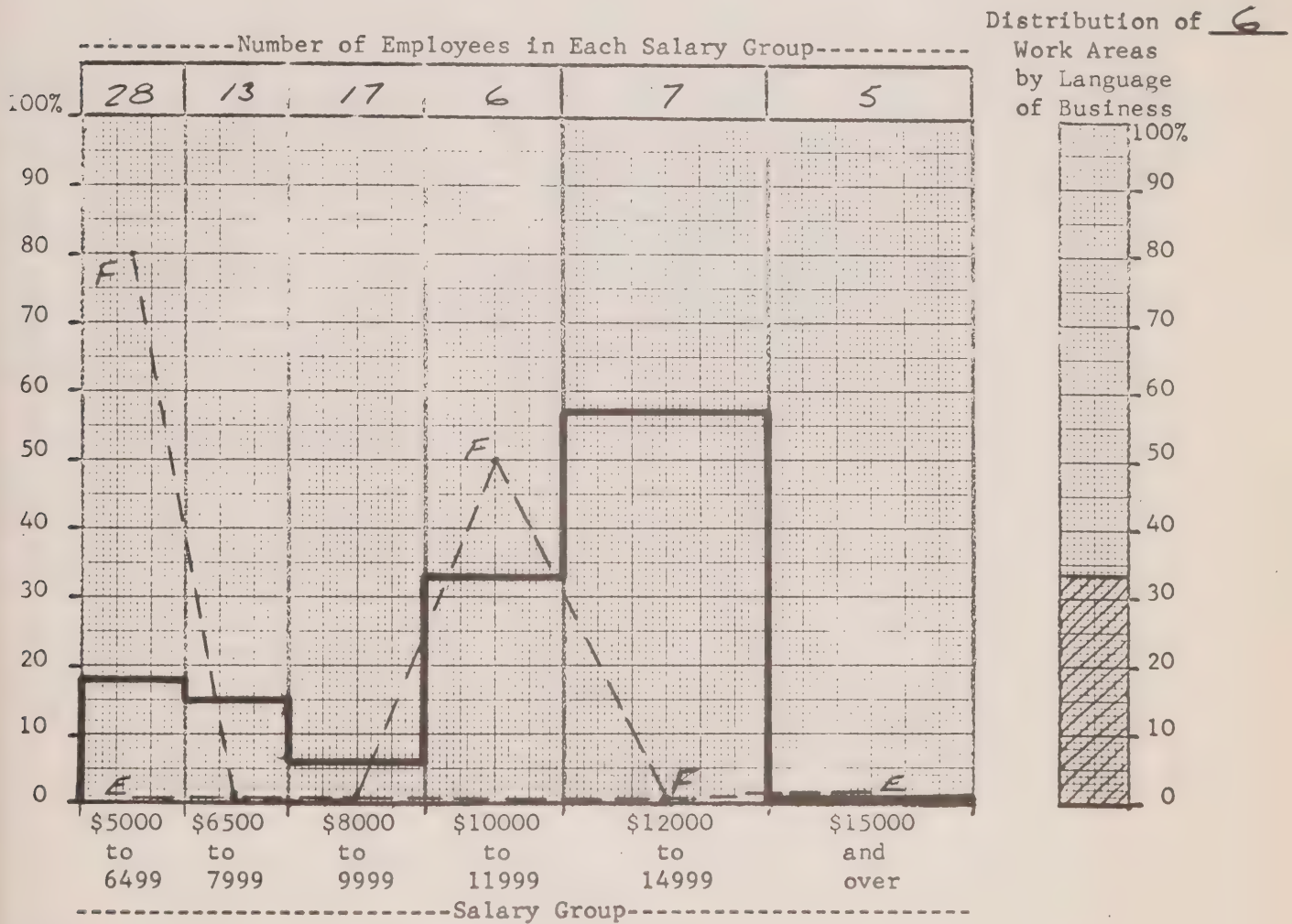
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location ECC

Number of Firms 4 Total Number of Employees 76

Region ALL

Function "OTHER"

**STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM**

**3.2.2
CURRENT STATUS**

**CHART 1.4.0.8
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER**

1. Breakdown of Employees by Mother Tongue and Salary Group:

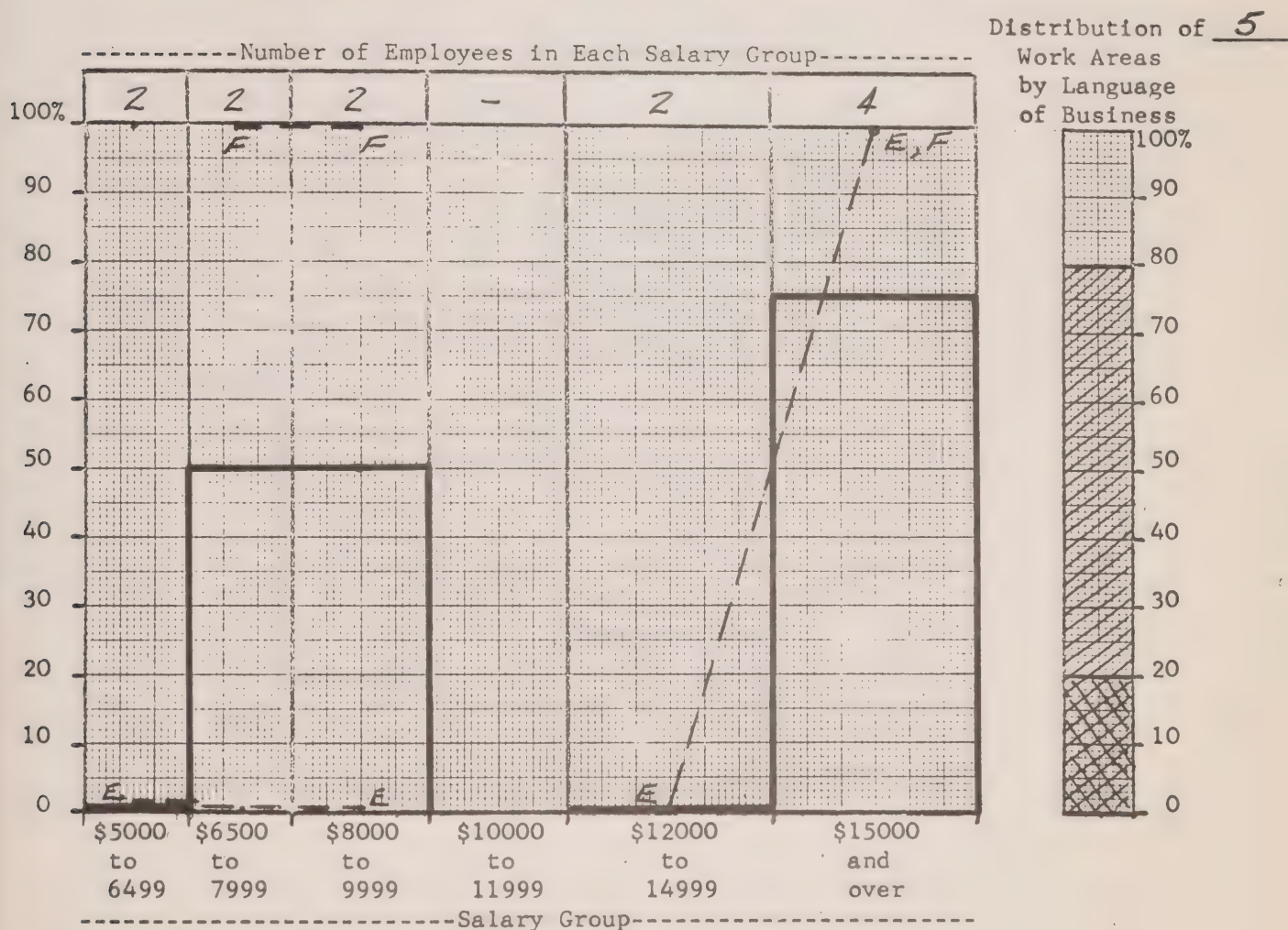
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location FOR FR Q

Number of Firms 3 Total Number of Employees 12

Region ALL

Function "OTHER"

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.5.0.8
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

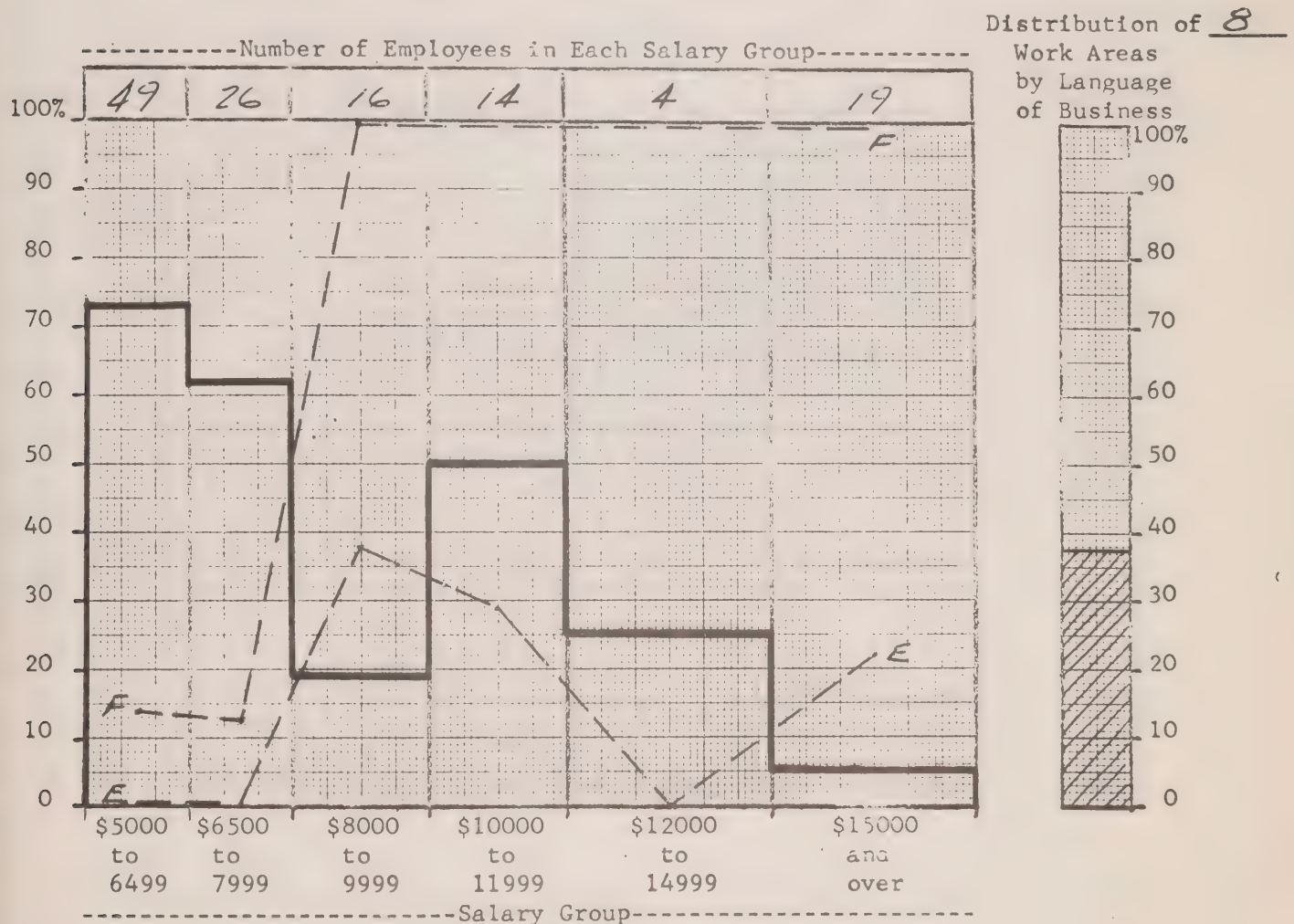
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location UKQ

Number of Firms 4 Total Number of Employees 128

Region ALL

Function "OTHER"

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 16.0.8
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

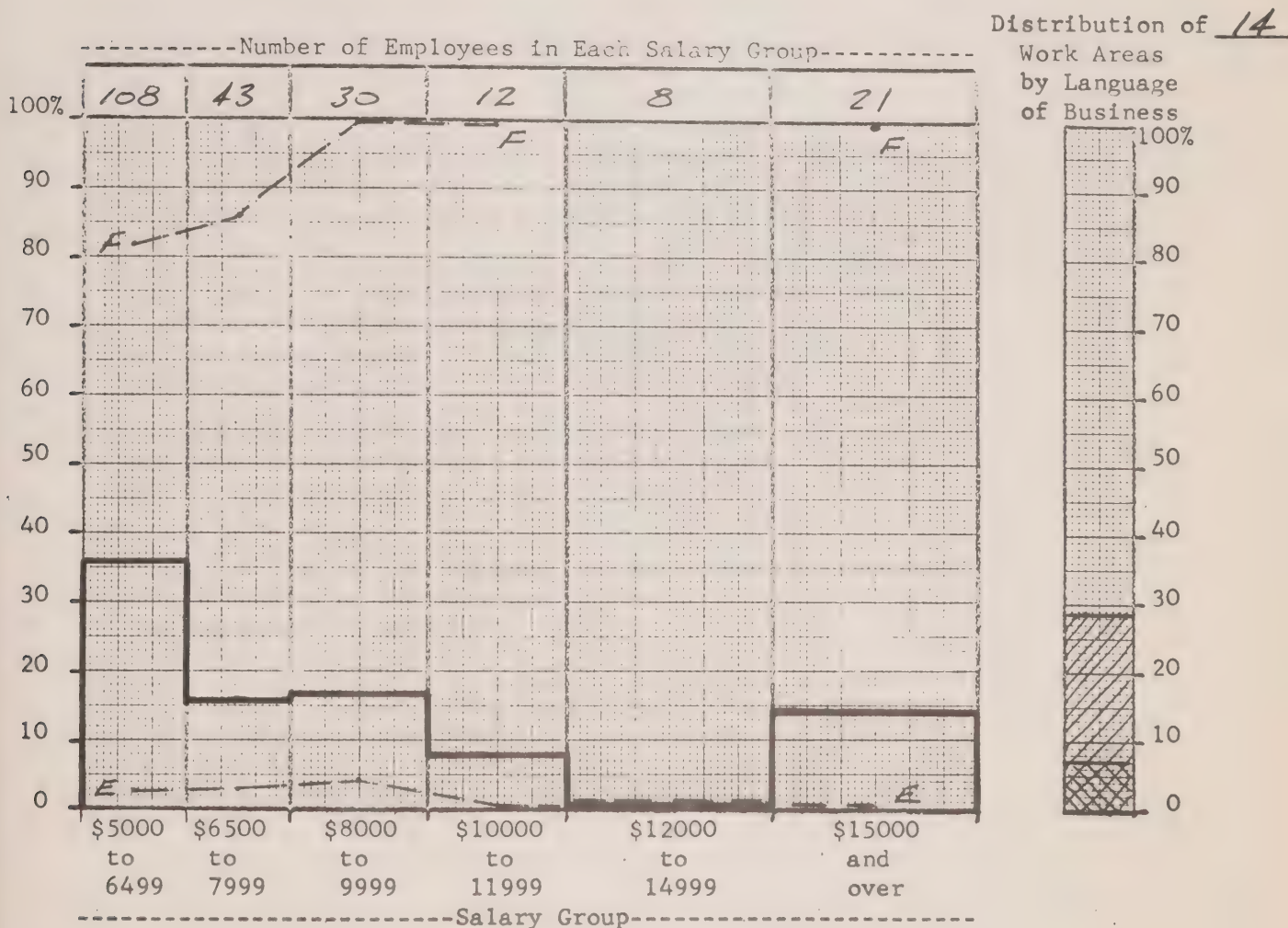
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location USQ

Number of Firms 5 Total Number of Employees 222

Region ALL

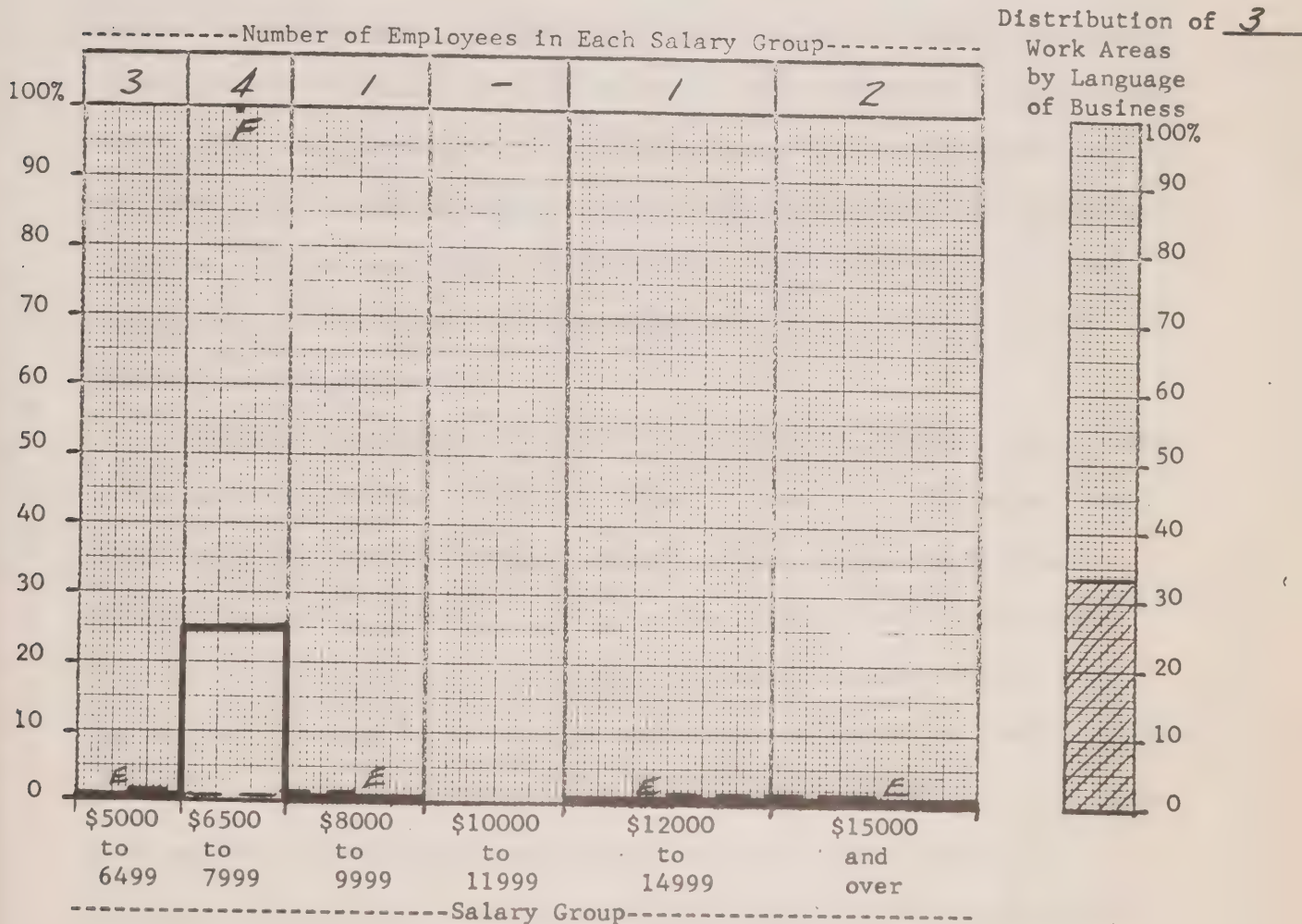
Function "OTHER"

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2
CURRENT STATUS

CHART 1.7.0-8
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:
- Bar Chart at left shows per cent French-speaking.
2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:
- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.
3. Distribution of Work Areas by Language of Business:
- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location USC

Number of Firms 2 Total Number of Employees 11

Region ALL

Function "OTHER"

3.2.2 Recent Hiring Practice

The make-up and characteristics of current employment, as analysed in Section 3.2.1, constitute the result to date of policies and practices regarding hiring and retention which have existed for the past twenty years or more. In an effort to determine the effects of any changes which may now be taking place - changes which would alter the characteristics in future years - we should now look at recent hiring practices. Any changes which affect the proportion of French-Canadians in the total number of new employees hired would presumably reflect external factors, such as social attitudes and the development of educational institutions, and internal factors such as new or revised corporate policies designed to attract French-Canadian applicants.

Information was gathered on all people hired at salaries over \$ 5,000 per annum during the twelve months ending 30 June 1964. The detail and breakdown as to region, function, salary, mother tongue and bilingual ability was similar to that relating to the current stock of employees. This was done with a view to constructing charts similar to those discussed earlier (Section 3.2.1) for the purpose of comparing the characteristics of the incoming group of people with those already employed. To the extent that newly-hired employees remain with the firms in each region or ownership-location type, and are promoted through various salary groups, a rough forecast of the future characteristics of employees can be obtained. At the very least, the direction of current changes can be observed.

Of the 36 firms which gave us sufficient information to construct the charts in Section 3.2.1, 35 were unable to give us data on hiring. Thus, our "datum line," or basic sample, is reduced by one firm in the present

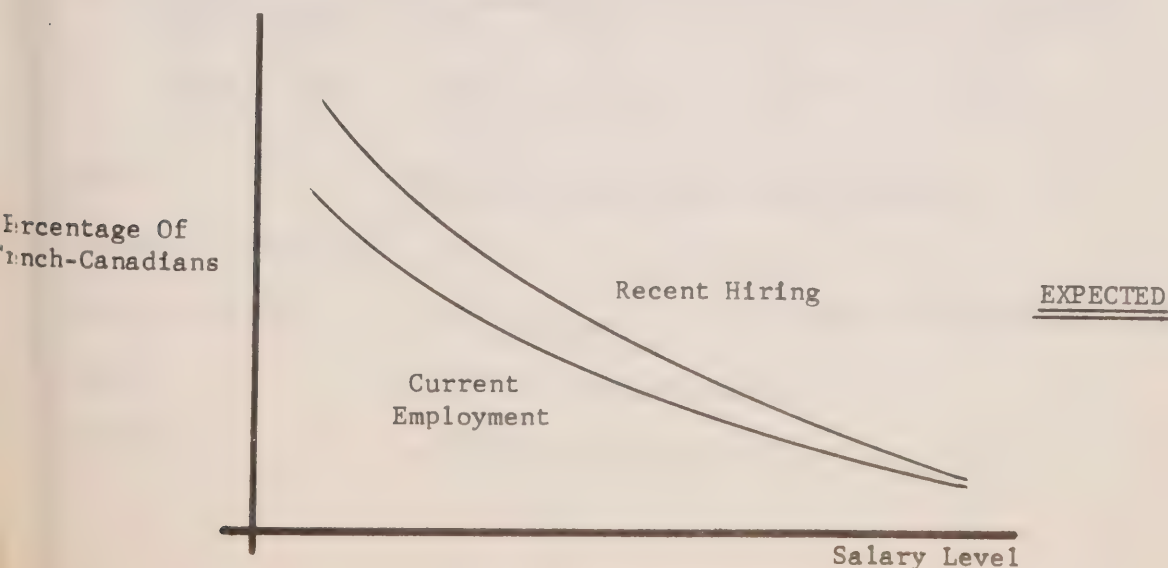
analysis. To test the effect of this reduction, Chart 3.2.3 (1.0.0.0) has been prepared, showing the characteristics of the 35 firms. Comparison of this with the transparency of Chart 3.2.2 (1.0.0.0) indicates that, although the total number of employees covered has dropped from 19,888 to 18,332, the percentage of French-Canadians in each salary group never differs by more than one percentage point. The bilingual requirement on French-speaking employees is substantially similar, differing by only six percentage points in 82, at the most. The figures showing the bilingual requirement on English-speaking employees, and distribution of work areas by language of business, are very close. Thus, the new norms, which will be the basis for all comparisons with recently-hired people, can be used with a fair degree of confidence.

The total number of people hired was 749, or 4.1 per cent of total employment above \$ 5,000 per annum in the 35 sample firms. The characteristics of this group (with respect to the proportion of French-Canadians, and bilingual requirements) are shown on Chart 3.2.4 (1.0.0.0). The procedure used in presentation and interpretation of data is similar in all respects to that followed in Section 3.2.1 (Current Status), except that Chart 3.2.4 is really two charts in one. Data relating to hiring practice are shown in dashed lines and superimposed, for purposes of comparison, on relevant data relating to the current stock of employees (solid lines). This and the following set of charts should each be read as three pairs of lines - one dashed and one solid - depicting the three characteristics being compared (proportion of French-Canadians in each salary group, bilingual requirement on French-speaking employees and bilingual requirement on English-speaking employees). As before, all

plotted lines show percentage figures, while the number of people in each group is shown in appropriate boxes above the chart.

Before coming to an examination of actual results, we might put forward a hypothesis based on general factors already discussed, namely the increasing availability of French-Canadian university graduates in engineering, science and commerce, and changing social attitudes towards work in business which would tend to direct the career choices of these recent graduates to large firms such as those in our sample. In addition, we would include the greatly-intensified efforts now being made to attract qualified French-Canadians, as impressed upon us during our interviews with senior officers of large companies. This "push-pull" combination of influences should affect all salary levels in proportion to the availability of French-Canadians in each group, and especially, the lower salary groups which are the natural starting point for recent graduates.

In Section 3.2.1, we discovered that, if the proportion of French-Canadians is plotted against salary level, the result is a line which slopes downward to the right. A similar line, based on the hypothesis outlined above, should lie somewhat above the first, and similarly, slope downward to the right, as shown below.



STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

CHART 1.0.0.0
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

3.2.3
CURRENT STATUS
MATCHED TO
HIRING SAMPLE

1. Breakdown of Employees by Mother Tongue and Salary Group:

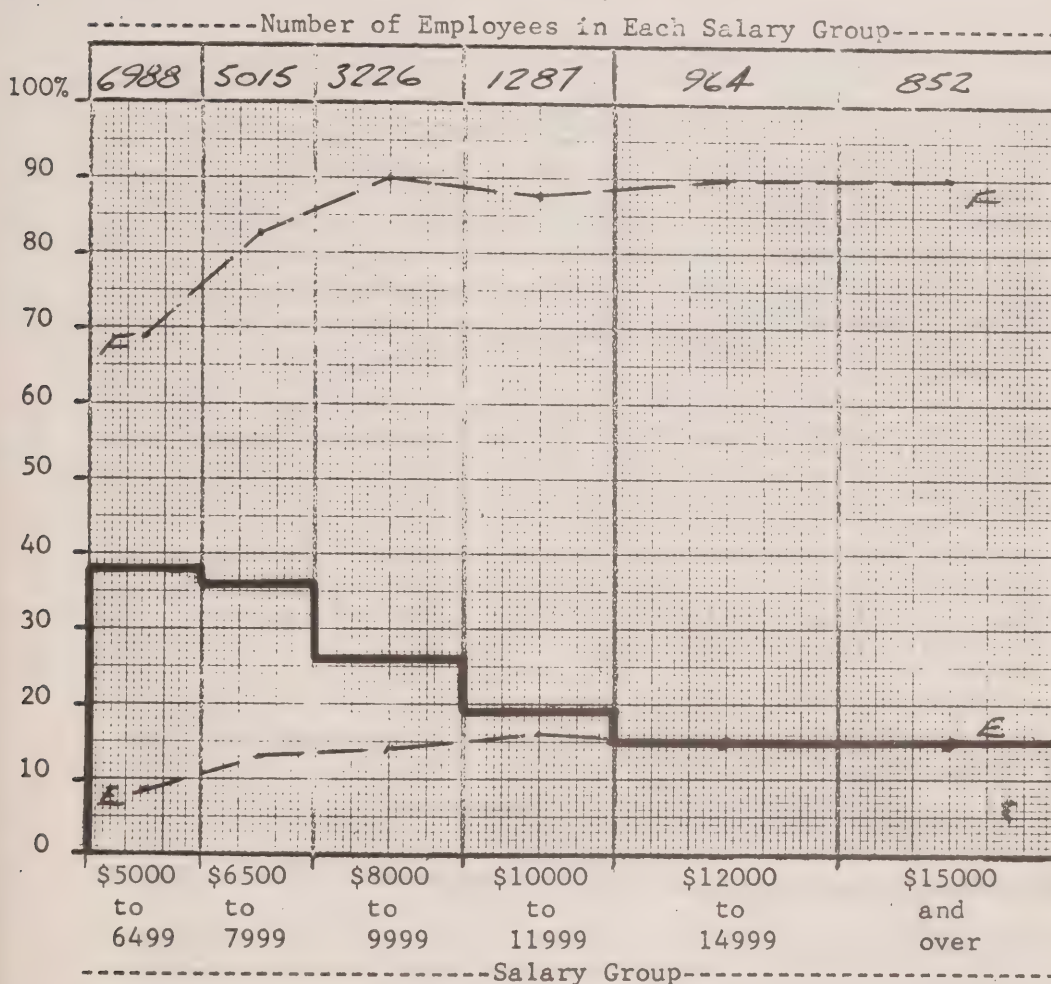
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.
English-speaking employees marked 'E'.

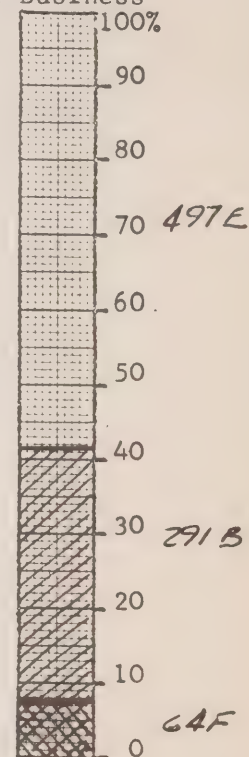
3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Distribution of 852

Work Areas
by Language
of Business



Sample

TOTAL MATCHED TO HIRING

Ownership - Location

ALL

Number of Firms

35

Total Number of Employees

18332

Region

ALL

Function

ALL

CHART 1.0.0.0
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

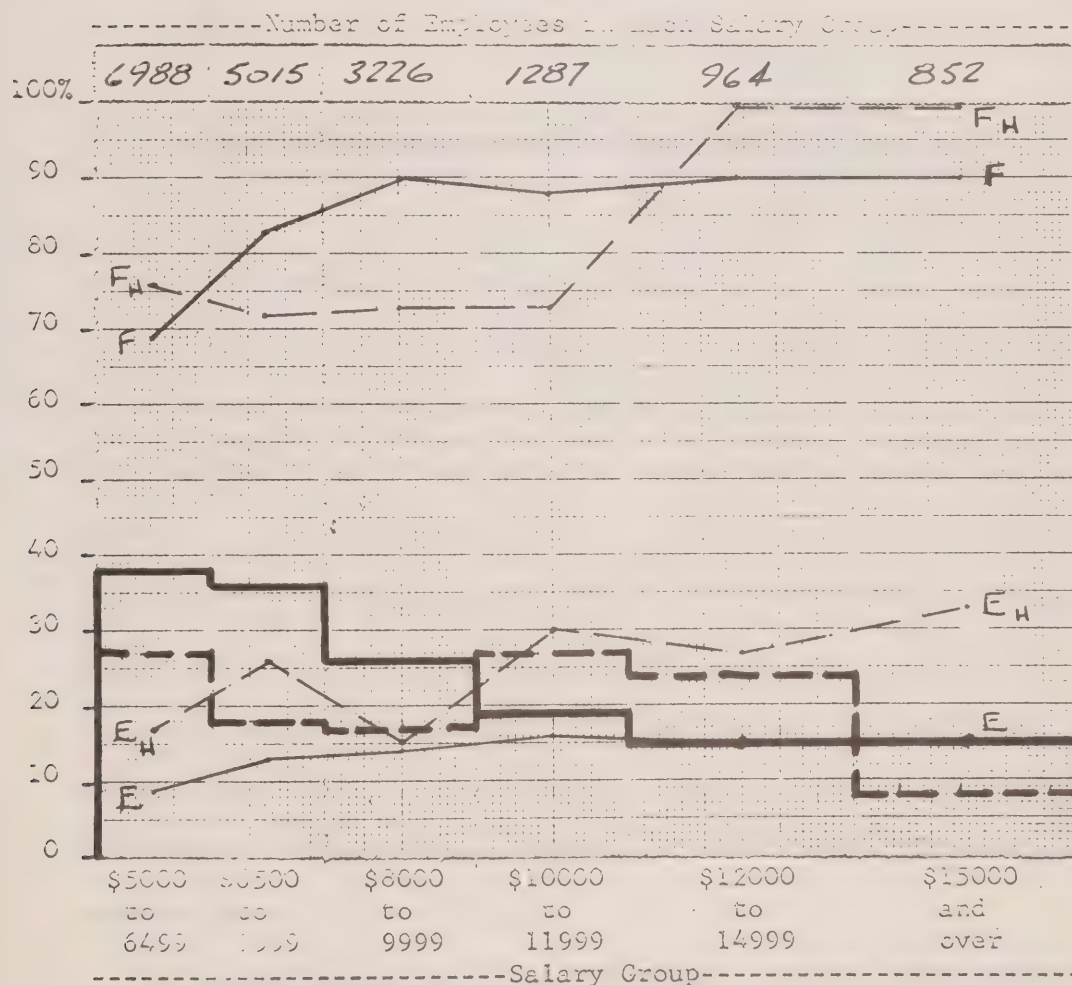
- Single Lines: French-speaking employees marked 'F', English- 'E'.

Solid Line - total employment.

Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----

408	157	88	41	29	26
-----	-----	----	----	----	----



Sample TOTAL

Ownership - Location ALL

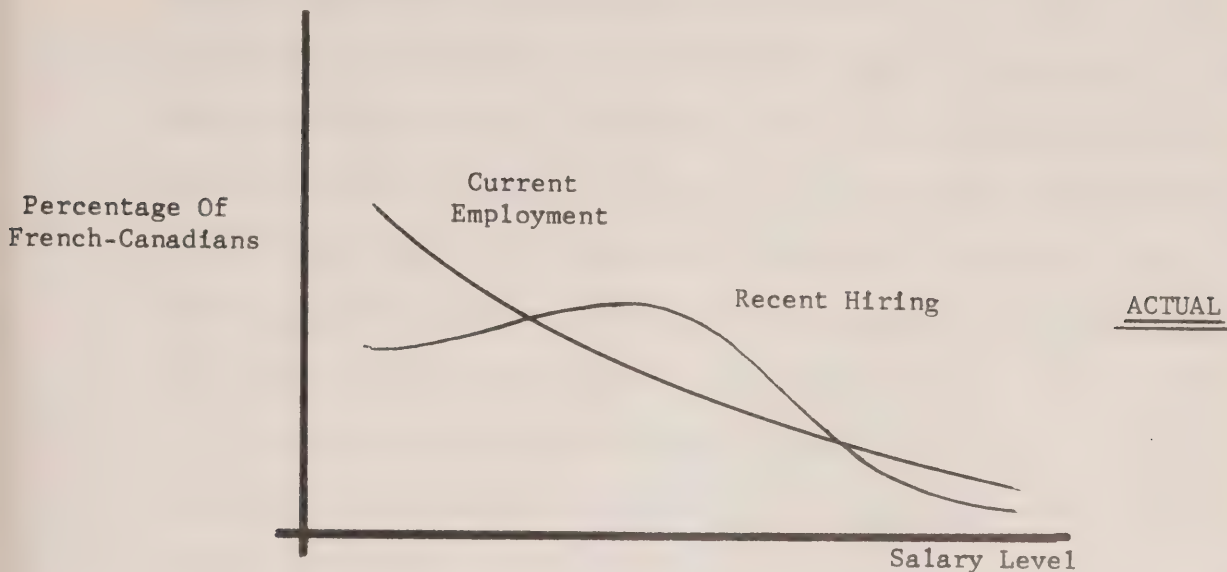
Number of Firms 35 Total Number of Employees 18332

Region ALL

Function ALL

(749 new)

In fact, as shown below and in Chart 3.2.4 (1.0.0.0), the comparison is quite different.



The percentage of French-Canadians in the newly-hired group is higher than it is in the existing stock in the middle salary groups, but it is less at both low and high salary levels. Further, the percentage of French-Canadians in the incoming group (taking all salary groups together) is only 23.1, whereas it is 31.8 in total current employment. Examination of further charts will show that this pattern is quite consistent for most ownership-location types and most functions.

Quite evidently, our hypothesis will have to be modified. We do not believe it should be discarded altogether, for the overall tendencies are certainly present in the background even though their effects are being tempered by other forces.

We learned during our interviews that, despite intensified efforts to attract recent graduates from French-language universities, most firms are encountering considerable difficulty in attracting as many young French-Canadians as they would like to have. The reasons are not

entirely clear, but in many cases, the employers' requirement of bilingual ability, coupled with the rather cool image which many young French-Canadians have of "big business," tends to create a predisposition against working for large firms. At the same time, many alternative job opportunities are now open, including work in provincial government departments or agencies, and in smaller professional or consulting firms. These offer a greater chance to work in a French-speaking environment, and they also appear to give more emphasis to the professional aspects of work.

From the point of view of the employers, the attempt to satisfy a preference for a greater proportion of French-Canadians can go only so far. To an extent, they can, and do, offer slightly higher salaries for bilingual French-Canadians, but they cannot upset their internal salary structure. As one company officer put it: "We will need about 65 engineering graduates this year. We would prefer it if about a third of that number was French-Canadian, and we are trying to get them, but because of the overall shortage of engineers, we'll be glad to take whatever we can get from any university. The main point is that we need 65 men, and if we can't find them in Canada, we'll go to England, or even Europe, to make up the number. Last year, we wanted 60 and only got 33, so we are short to start with."

In the middle salary groups, the requirements of changing policy are more stringent. If the company's image requires, for example, that the new manager of the Quebec City sales office be a French-Canadian, it is much more difficult to substitute an English-Canadian or a European here than it is for jobs in lower salary groups. A smaller number of people is involved, and the requirements of maintaining a balanced salary structure

seem to be less restrictive. Thus, in part, the rising percentage of French-Canadians in these salary groups (compared to a lower percentage figure in adjoining, lower, salary groups) may be the result of a shift of some people to a higher income level in response to this specific demand. Several firms reported that bilingual French-Canadians command a salary premium of from 10 to 25 per cent.

To an extent, newly-hired employees in these salary groups may simply be coming from other large manufacturing firms. We do not have information on people resigning from employment. Nor do we have any way of estimating whether the tendency to change employers is greater for French-Canadians or for English-Canadians.

In the top salary group (over \$ 15,000 per annum), the percentage of French-Canadians hired is again less than it is for total employment. At this level, the total number hired is very small indeed, as most companies prefer to promote from within. The comparison of percentage figures, therefore, gives us very little basis on which to forecast what the representation of French-Canadians will be in future years - the percentage figure in the next lower salary group is a better indication of that. We do note, however, that the number of French-Canadians moving into large firms is proportionately less than the total number available may indicate. We would conclude, therefore, that either the French-Canadians at this level are more stable (less likely to move to another job) than their English-Canadian counterparts, or else that fewer are willing to remain in the manufacturing industry. With regard to this latter possibility, we do know that the management needs of the new government-sponsored companies and agencies in Quebec are very great at present.

In the case of at least one agency with staffing problems at its inception, specific instructions were given to it that it was not to raid other agencies or the provincial civil service, or the universities. This would leave, as a source of French-Canadian administrators, only private industry and some financial institutions.

The changing bilingual requirements on both French- and English-speaking employees are about in line with what would be expected.¹ For recently-hired French-speaking employees, the requirement is generally lower in the three middle salary groups. It is very slightly higher for people entering at salaries between \$ 5,000 and \$ 6,500 per annum, but it remains at about the same level up to salaries of \$ 12,000 per annum and over, at which point it rises to 100 per cent. The general shape of the curve indicates that it is becoming possible for more French-Canadians to rise somewhat higher in the organization before the bilingual requirement is imposed. For new English-speaking employees, the bilingual requirement is approximately twice as high as it is for those already employed, although it still is at a relatively low level.

(1) Dashed lines are used to indicate the bilingual requirements on newly-hired French- and English-speaking employees. In addition, the subscript 'H' is included to facilitate identification, e.g. F_H and E_H .

3.2.2.1 Differences in Hiring Practices Due to Ownership-Location Type
CHART 1.1.0.0 (FCQ Firms)

Since the total number of people hired by this group of firms is small, the movement of lines depicted on the chart tends to be rather erratic. Recalling our problem, discussed above, concerning what has happened to the increasing number of French-Canadian university graduates who would be candidates for work in large manufacturing firms, we note immediately that they have not gone to FCQ firms. Nor, as shown on Chart 1.4.0.0, have they gone to ForFrQ firms either. In fact, of the 15 people hired by FCQ firms, only six are French-Canadians. When analyzing current employment in Section 3.2.2, we noted that in the relatively important middle-management group, over half of all employees of FCQ firms are English-speaking and that the percentage curve is U-shaped. Here we see that recent hiring practice has tended to accentuate this anomaly, not reduce it, for all three incoming employees in the \$ 10,000 to \$ 12,000 p.a. group are English-speaking, while in the next higher salary group, all four new employees are French-speaking.

The bilingual requirements on French-speaking employees have dropped to zero for new people earning below \$ 6,500 per annum, but have increased to 100 per cent for all at salaries higher than that. For all new English-speaking employees, the bilingual requirement is zero.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.4
RECENT HIRING

CHART 1.10.0
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F', English- 'E'.

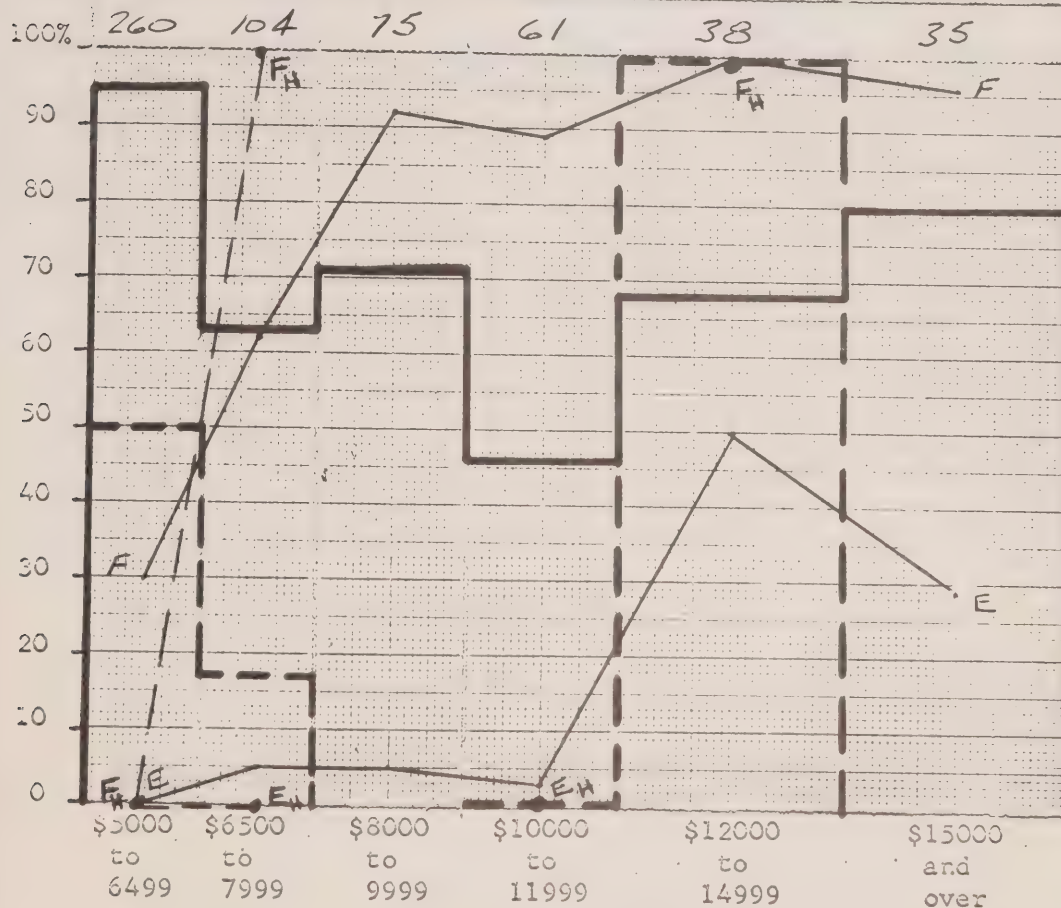
Solid Line - total employment.

Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----

2	6	-	3	4	-
---	---	---	---	---	---

-----Number of Employees in Each Salary Group-----



-----Salary Group-----

Sample

TOTAL

Ownership - Location

FCQ

Number of Firms

6

Total Number of Employees

573

Region

All

(15 NEW)

Function

All

CHART 1.2.0.0 (ECQ Firms)

This group of firms, which accounts for about half of all hiring by sample firms (and about half of total employment as well) exhibits characteristics which are similar to those of the total sample. All the general comments made earlier, therefore, apply here.

Of particular interest is the fact that the bilingual requirement on new English-speaking employees continues to rise with increasing salary, whereas for people already employed, it drops after the salary mid-point. For new French-speaking employees, the bilingual requirement falls through the lower salary groups before rising to 100 per cent in the two top groups.

CHART 1.2.0.0
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F', English- 'E'.

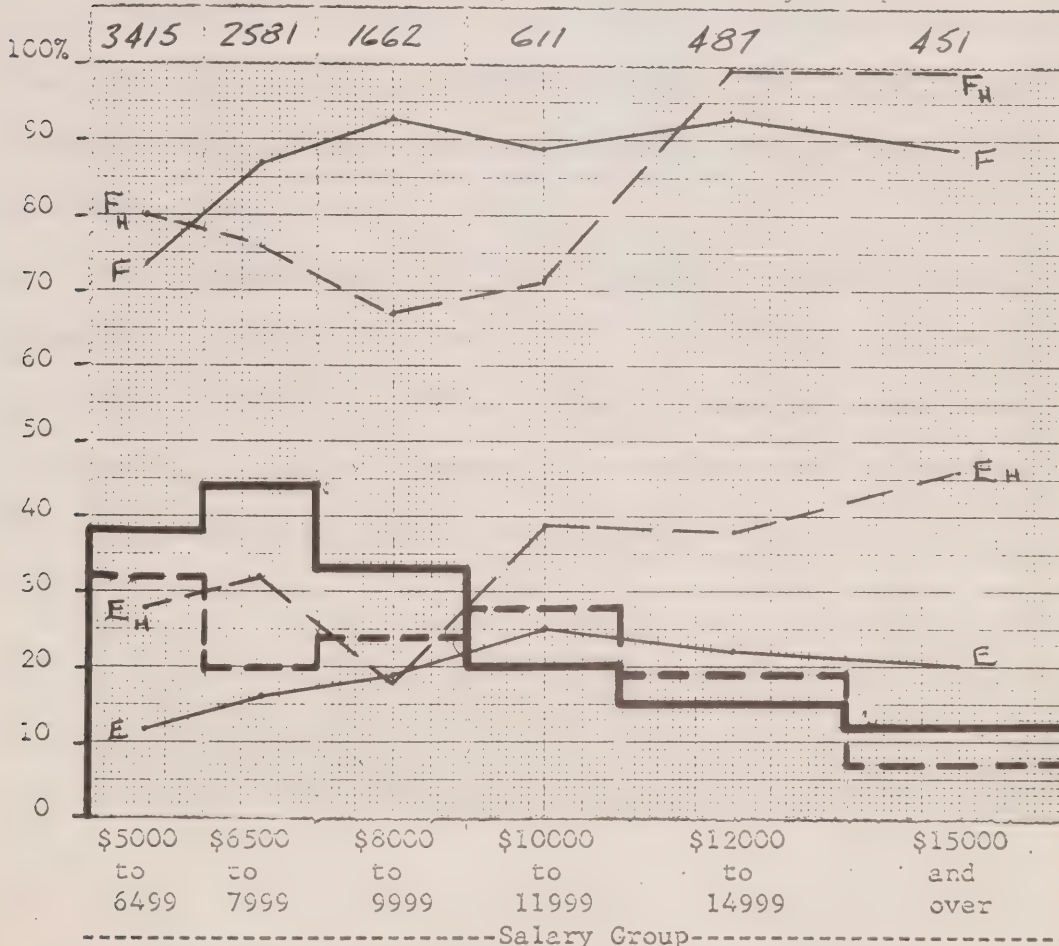
Solid Line - total employment.

Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----

201	85	51	25	16	14
-----	----	----	----	----	----

-----Number of Employees in Each Salary Group-----



Sample TOTAL

Ownership - Location ECQ

Number of Firms 12

Total Number of Employees 9207

Region ALL

(392 NEW)

Function ALL

CHART 1.3.0.0 (ECC Firms)

The relative positions and shapes of the two lines depicting the percentage of French-Canadians are the same for ECC firms as in the total sample (the line for recently-hired employees is higher in the middle and lower at each end of the salary scale), but there is one difference: the hump in the line occurs in the third and fourth salary groups - not the fourth and fifth, as in the total sample. Above \$ 12,000 per annum, the proportion of French-Canadians among new employees drops to zero in a relatively small number. This seems to be due to the fact that the head offices of those companies are located outside of Quebec, since there is a tendency for people earning higher salaries to be based at head office.

The bilingual requirements on incoming French-speaking employees are substantially higher than they are for those already employed, rising to 100 per cent in all but the first salary group. Higher bilingual requirements are similarly imposed on new English-speaking employees in the first four salary groups, but they then fall to zero.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.4
RECENT HIRING

CHART 1.3.0.0
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F', English- 'E'.

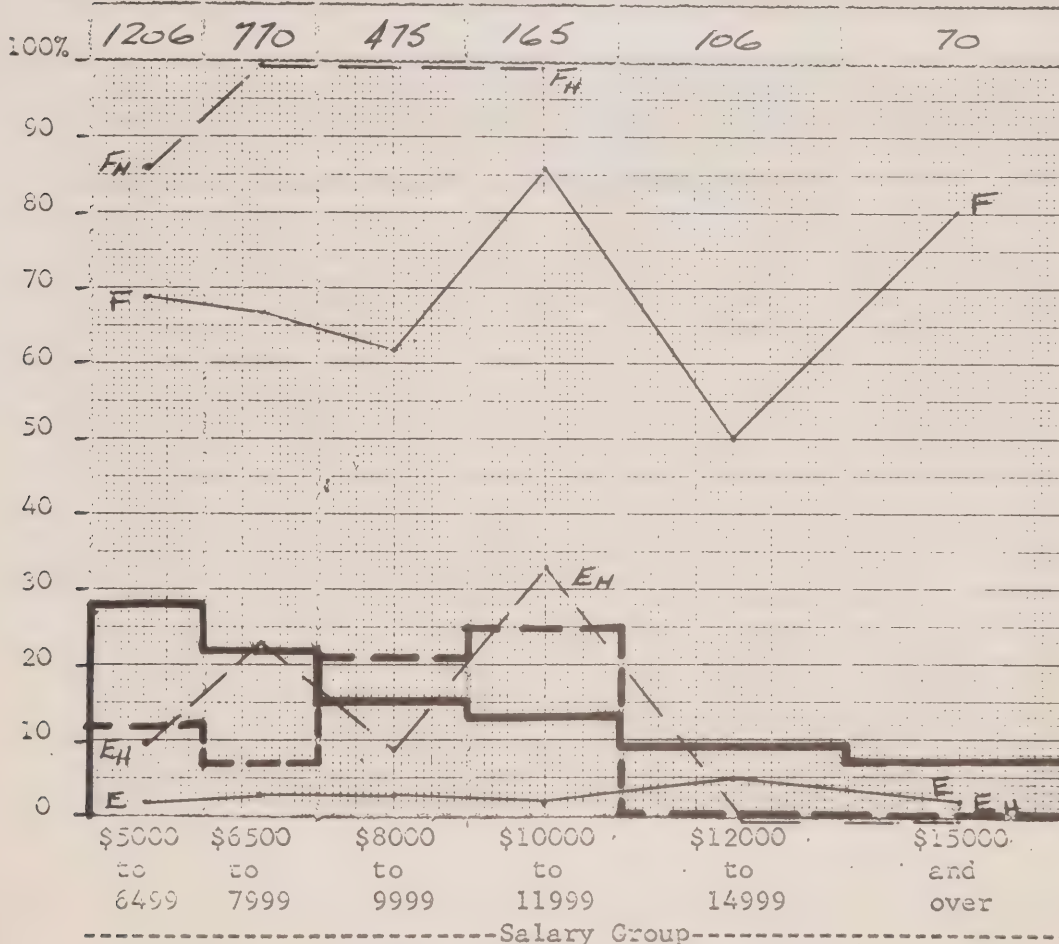
Solid Line - total employment.

Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----

57	14	14	4	2	4
----	----	----	---	---	---

-----Number of Employees in Each Salary Group-----



Sample

TOTAL

Ownership - Location

ECC

Number of Firms

4

Total Number of Employees

2792

Region

ALL

(95 NEW)

Function

ALL

CHART 1.4.0.0 (ForFrQ Firms)

Only 14 new employees were hired by this group of firms during the twelve-month period, but of these, all except one were English-Canadian.

For the one French-Canadian (hired at a salary over \$ 15,000 per annum) and all new English-Canadians in the four upper salary groups, the bilingual requirements are 100 per cent.

The pattern of new hiring tends to accentuate the U-shape of the curve depicting the proportion of French-Canadians, as it does in the case of FCQ firms. As mentioned in the comments relating to FCQ firms, there seems to be no tendency for recently-graduated French-Canadians to seek jobs in firms where the ownership is French-speaking in preference to firms where ownership is English-speaking.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.4
RECENT HIRING

CHART 1.4.0.0
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

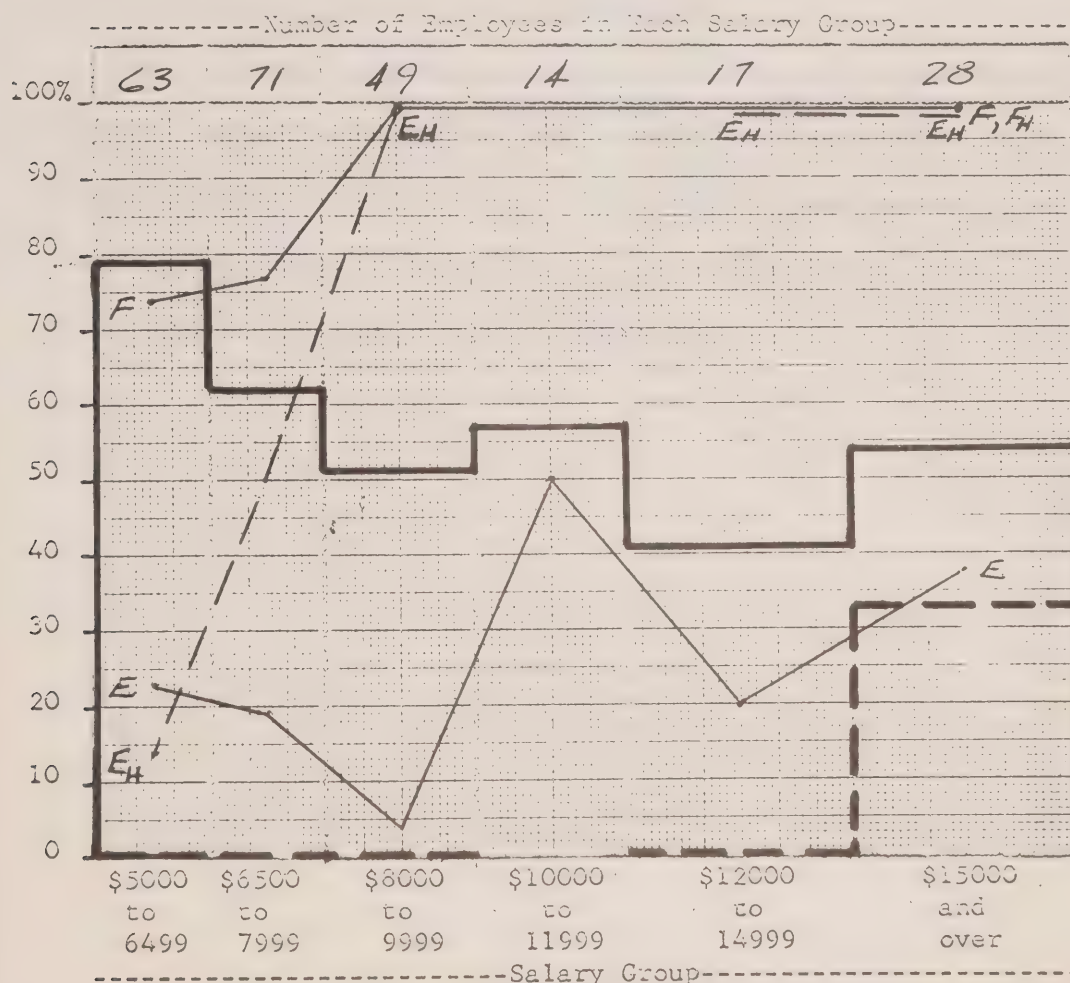
- Single Lines: French-speaking employees marked 'F', English- 'E'.

Solid Line - total employment.

Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----

7	2	1	-	1	3
---	---	---	---	---	---



Sample TOTAL

Ownership - Location FOR FRQ

Number of Firms 3

Total Number of Employees 242

Region ALL

(14 NEW)

Function ALL

CHART 1.5.0.0 (UKQ Firms)

This is the only group of firms in which the proportion of French-Canadians is greater among new employees than it is for total employment. Of the 51 people recently hired, 22 are French-Canadian, and the line showing their proportion to total lies above that for current employment in the first two salary groups as well as in the mid-range. In all other salary groups, however, the proportion falls to zero. It should be emphasized that the number of people in the sample is small and the percentage figures thus tend to become erratic.

The bilingual requirements on new French-speaking employees are slightly higher than they are for those already employed. For English-speaking employees, the increase in bilingual requirements is substantial, rising to 100 per cent in the middle salary group. Beyond that, however, the requirement drops to zero.

CHART 1.5.010
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F', English- 'E'.

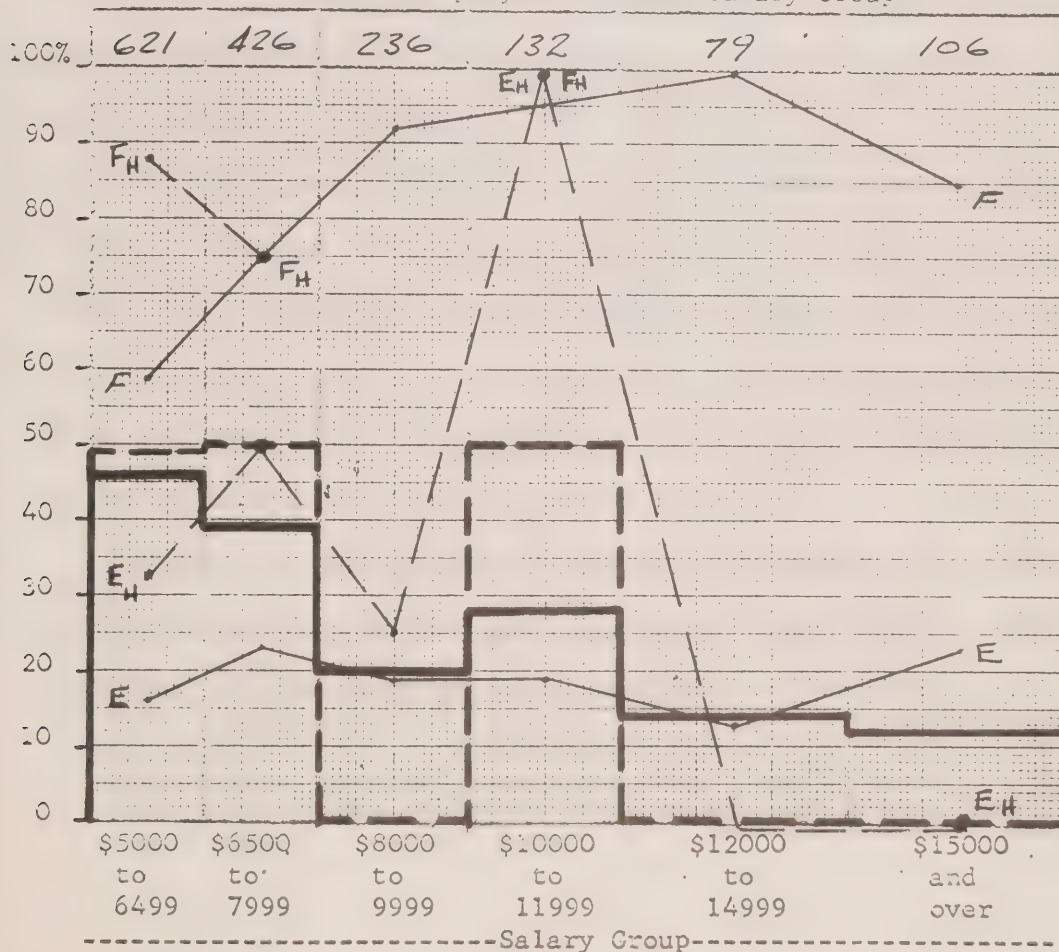
Solid Line - total employment.

Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----

35	8	4	2	1	1
----	---	---	---	---	---

-----Number of Employees in Each Salary Group-----



Sample TOTAL

Ownership - Location UKQ

Number of Firms 4

Total Number of Employees 1600
(51 new)

Region ALL

Function ALL

CHART 1.6.0.0 (USQ Firms)

As discussed in Section 3.2.2, this group (along with USC firms) is particularly interesting in that the external influences of technology and internationalization of business seem to be stronger than elsewhere. This pattern is repeated in the data relating to new employees.

New hirings by this group of firms account for 5.6 per cent of total current employment, compared to 4.1 per cent for the sample as a whole. The number of people hired, at 138, is second only to ECQ firms (392), and in that group, new hirings account for only 4.3 per cent of current employment. We can thus perceive a somewhat greater than average rate of expansion in salaried staff.

Of the 138 new employees, 22 (16 per cent) are French-Canadians and all but two of these were hired in the first two salary groups. The "hump" created by the two French-Canadians employed in the \$ 10,000 to \$ 12,000 salary range is relatively greater than in any other group of firms, but apart from this, the percentage of French-Canadians hired at all salaries over \$ 8,000 per annum is zero.

The trend in the language of business is similar. For both English- and French-speaking recently-hired employees, the bilingual requirements are lower than for those currently employed.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.4
RECENT HIRING

CHART 1.6.0.0
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F', English- 'E'.

Solid Line - total employment.

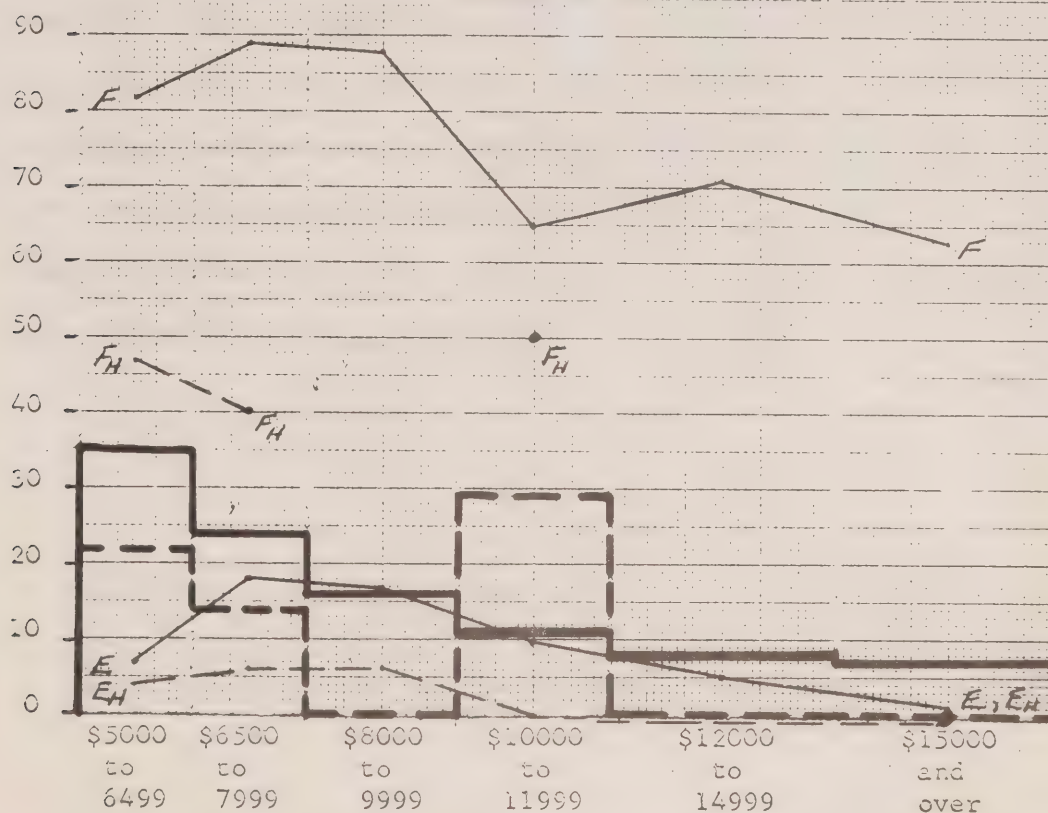
Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----

68	37	17	7	5	4
----	----	----	---	---	---

-----Number of Employees in Each Salary Group-----

100%	892	638	473	177	175	121
------	-----	-----	-----	-----	-----	-----



-----Salary Group-----

Sample TOTAL

Ownership - Location USQ

Number of Firms 4

Total Number of Employees 2476

Region ALL

(138 NEW)

Function ALL

CHART 1.7.0.0 (USC Firms)

In the USC group, we have the most pointed example so far of firms which prefer to fill vacancies occurring at upper salary levels by promotion from within rather than by hiring from outside. In our sample, no one was hired at a salary in excess of \$ 10,000 per annum, as 38 out of 44 new employees entered the firms at the lowest designated salary level.

The "hump" is still observable in the line representing the proportion of French-Canadians in the incoming group, but it occurs here at the second-lowest salary level, and in any event, it is due to only one employee. The bilingual requirement on that one French-Canadian is 100 per cent, and it is also 100 per cent on three of the four new English-speaking hired into that salary group with him. For new employees at the two adjacent salary levels, the bilingual requirements are slightly lower than those imposed on people hired in earlier years, dropping to zero in the case of new English-speaking employees.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.4
RECENT HIRING

CHART 1.70.0
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F', English- 'E'.

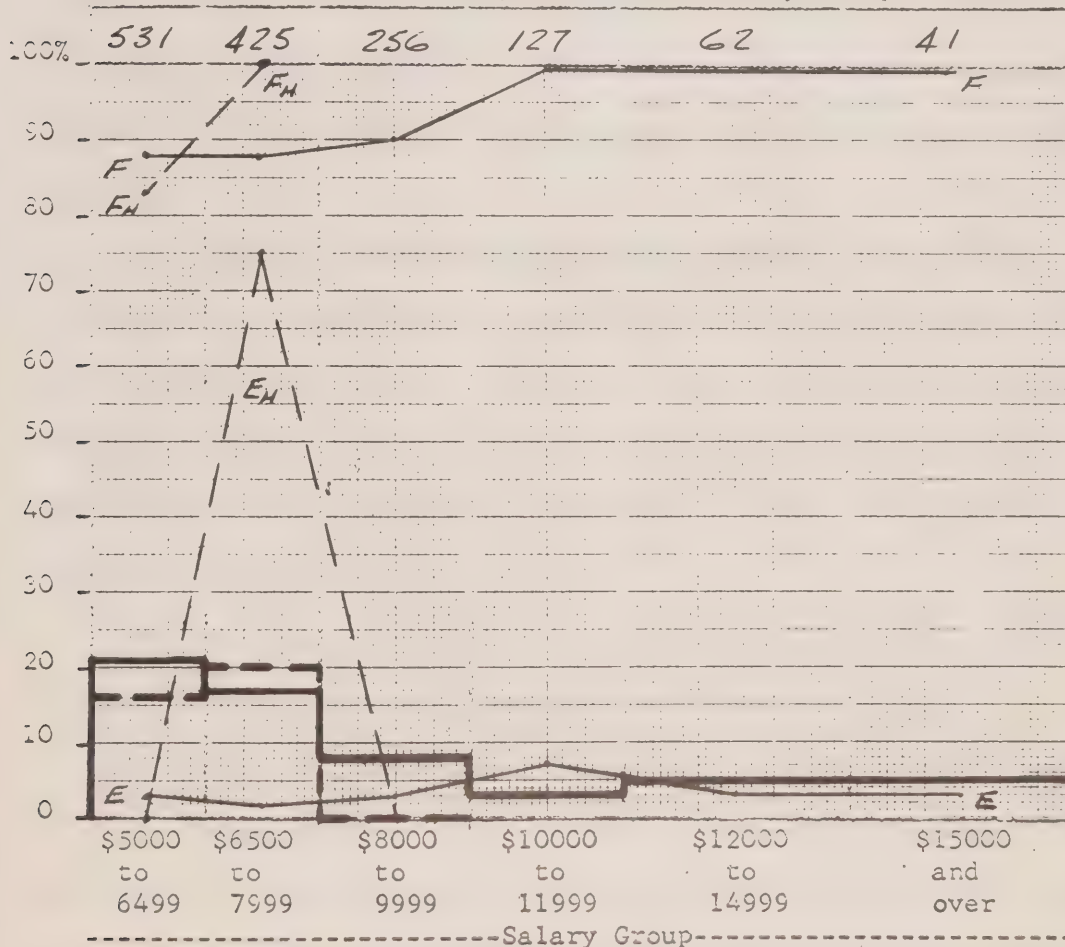
Solid Line - total employment.

Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----

38	5	1	-	-	-
----	---	---	---	---	---

-----Number of Employees in Each Salary Group-----



Sample TOTAL

Ownership - Location USC

Number of Firms 2 Total Number of Employees 1442

Region ALL

Function ALL

(44 NEW)

3.2.2.2 Differences in Hiring Practices Due to Region

CHART 1.0.1.0 (Montreal Region)

The number of new employees hired in the Montreal region amounts to 332, or 44.3 per cent of all hiring in the sample. Of this number, 92 (27.7 per cent) are French-Canadian.

Because of the dominance of the Montreal region on the sample, the characteristics of Chart 1.0.1.0 (Montreal) are generally similar to those of Chart 1.0.0.0 (total number hired). However, the effect of region is noticeable in that here most relationships are accentuated. The hump is still observable, and it occurs in the same two salary groups, but for Montreal, it is relatively greater and the curve is shifted upward.

The change in bilingual requirements imposed on both French- and English-speaking employees is similar to that discussed earlier with regard to the total sample. In addition, the requirements on French-speaking employees at lower salary levels are somewhat less, and the requirements on English-speaking employees at higher salary levels are somewhat greater, than average.

The only two ownership-location types that have hired a sufficient number of people to permit charting are ECQ and USQ firms.

For ECQ firms (Chart 1.2.1.0), the line representing the proportion of French-Canadians among newly-hired employees is higher than the average for all firms in Montreal, and the hump extends over three middle salary groups. The bilingual requirement imposed on new English-Canadian employees is also substantially higher, although it is still lower than for French-speaking employees.

For USQ firms (Chart 1.6.1.0), the same characteristics are observable in the Montreal region as in the total for all regions (Chart 1.6.0.0). The bilingual requirement on new French-speaking employees is well below that for those already employed, while for English-speaking employees, it is zero for all salary levels over \$ 8,000 per annum.

The rate of increase in employment is even greater in Montreal (6.2 per cent) among these firms than for Canada as a whole (5.6 per cent, noted earlier).

CHART 1.0.1.0
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F', English- 'E'.

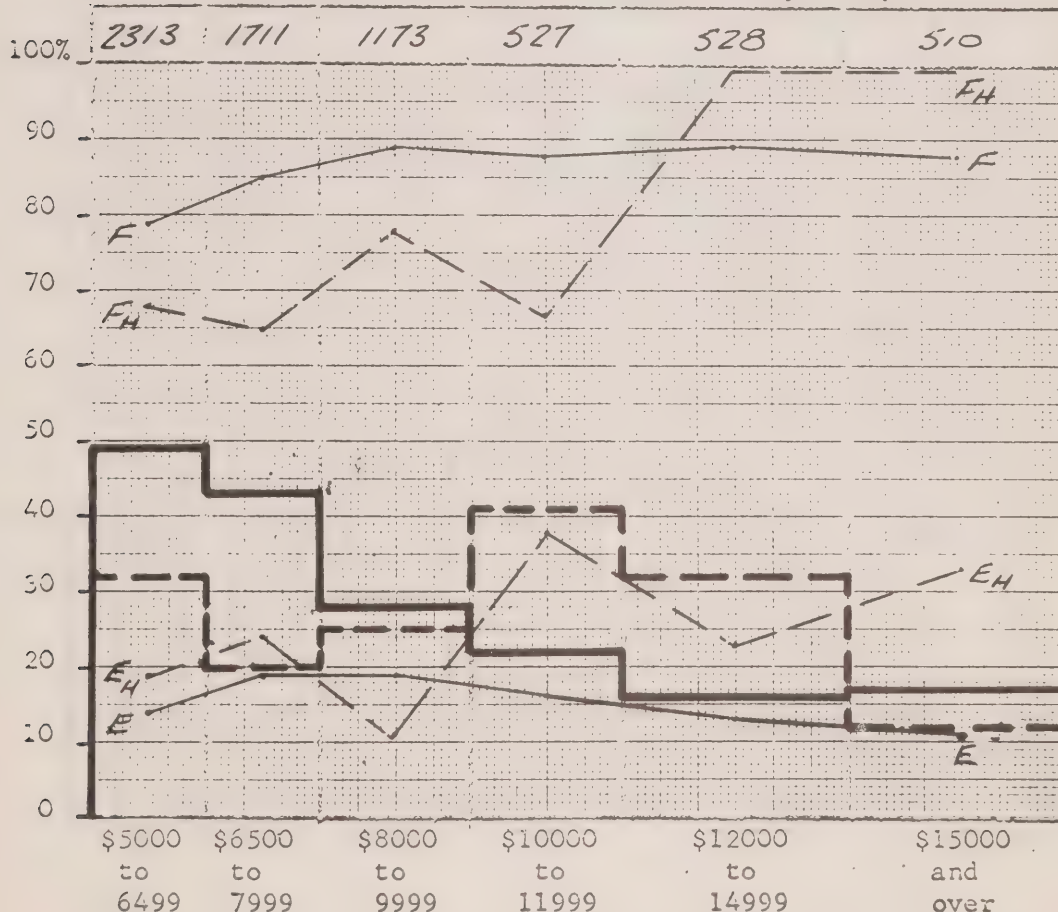
Solid Line - total employment.

Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----

154	84	36	22	19	17
-----	----	----	----	----	----

-----Number of Employees in Each Salary Group-----



-----Salary Group-----

Sample TOTAL

Ownership - Location ALL

Number of Firms 35

Total Number of Employees 6762

Region MONTREAL

(332 NEW)

Function ALL

CHART 1.2.1.0
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F', English- 'E'.

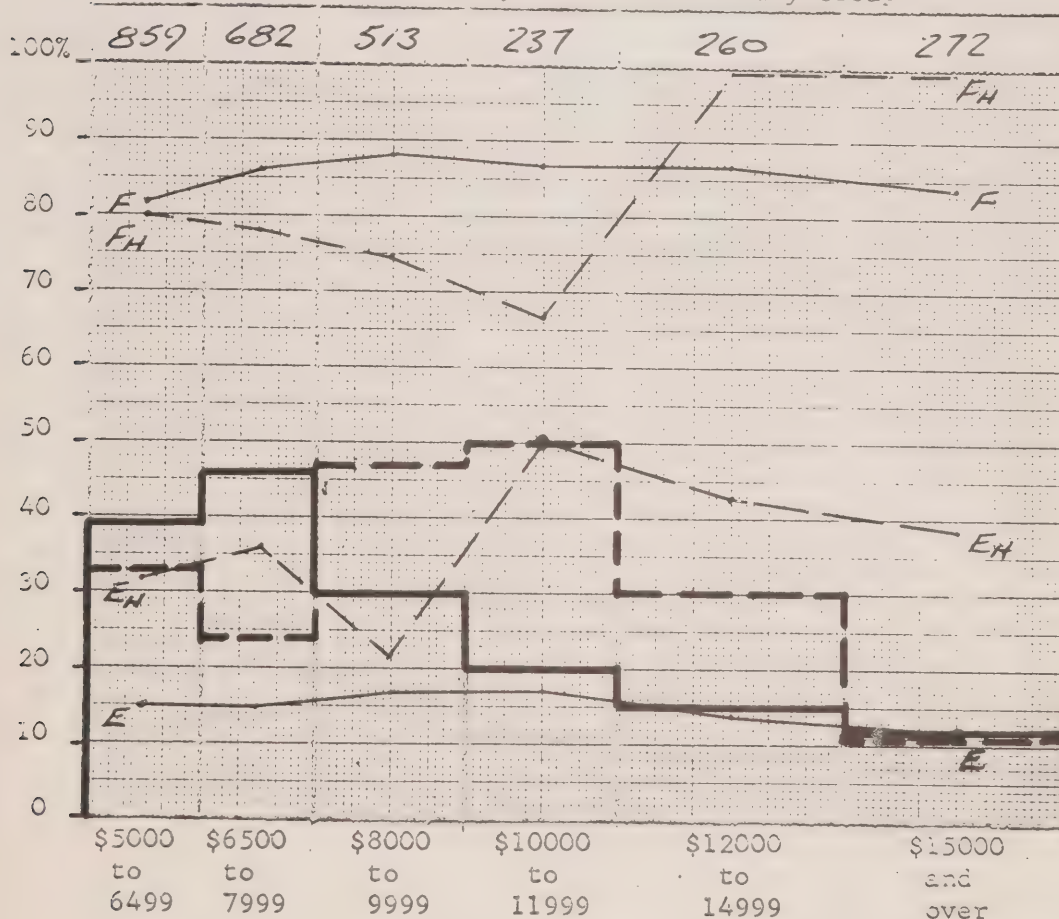
Solid Line - total employment.

Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----

61	37	17	12	10	9
----	----	----	----	----	---

-----Number of Employees in Each Salary Group-----



-----Salary Group-----

Sample TOTAL

Ownership - Location ECQ

Number of Firms 12

Total Number of Employees 2823

Region MONTREAL

(146 NEW)

Function ALL

STUDY ON CORPORATE POLICIES AND PRACTICES
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3.2.4
RECENT HIRING

CHART 1.6.1.0
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F', English- 'E'.

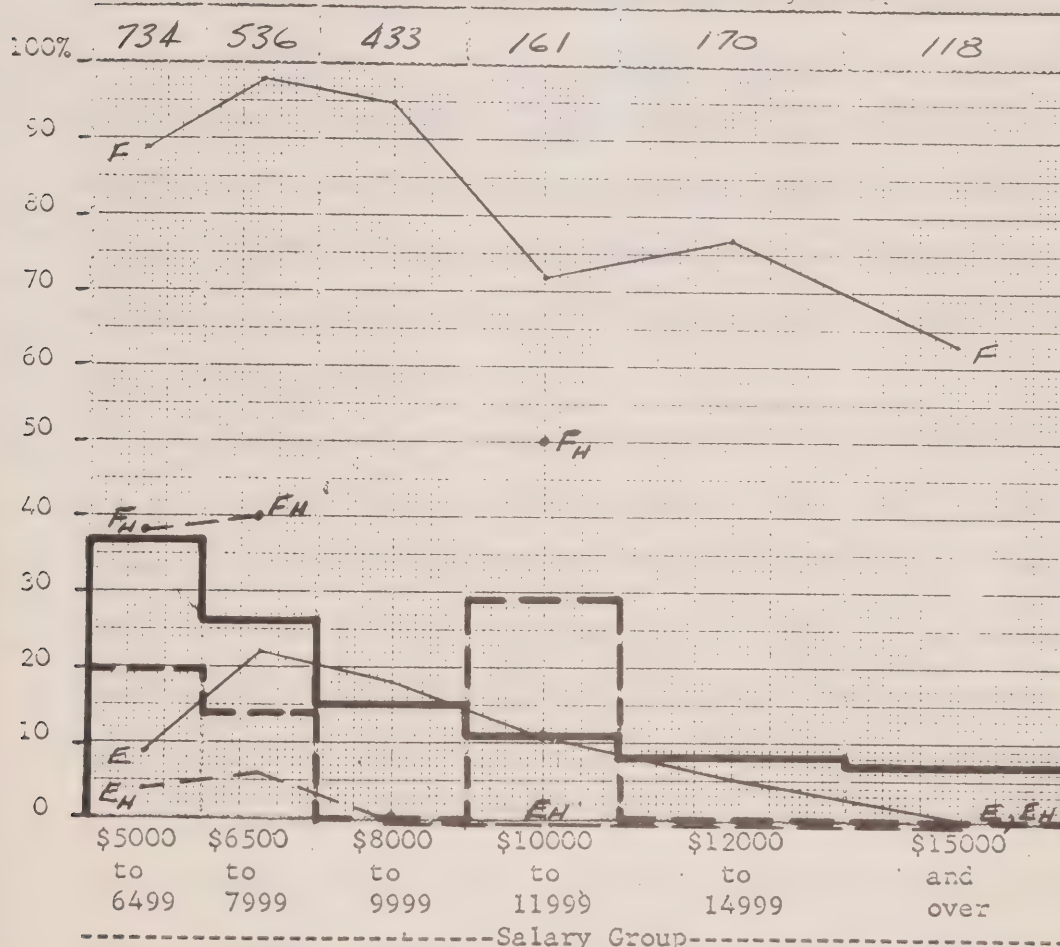
Solid Line - total employment.

Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----

66	36	16	7	5	4
----	----	----	---	---	---

-----Number of Employees in Each Salary Group-----



Sample TOTAL

Ownership - Location USQ

Number of Firms 4

Total Number of Employees 2152

Region MONTREAL

(134 NEW)

Function ALL

CHART 1.0.2.0 (Quebec Excluding Montreal Region)

Although, as seen in Section 3.2.2, the percentage of French-Canadians in current salaried staff is greater in the rest of Quebec than in Montreal in all salary groups, this relationship does not hold for recently-hired employees. In the two lowest salary groups, the proportion of French-Canadians among newly-hired employees is higher than in Montreal, reflecting, in part, the fact that some salaried staff (like most of the wage-roll) are hired locally. But at all salary levels over \$ 8,000 per annum, the percentage (and absolute number) of French-Canadians being hired elsewhere in Quebec is less than in Montreal. The result is that, although the line relating to new employees is still humped in the middle salary range, it never rises above the line depicting staff hired in earlier periods. The trend, therefore, is toward decreasing representation of French-Canadians in salaried jobs in Quebec outside of Montreal.

Since people hired in upper salary groups are usually not available locally, but are brought in from elsewhere, these results appear to document a problem mentioned to us several times during our interviews with executives of companies in our sample. These men noted on several occasions that they believe a French-Canadian with the university training or equivalent experience required to fill more senior management positions places more emphasis on culture and the arts than does his English-Canadian counterpart. He is thus much more likely to prefer to live in Montreal, where such things are more readily available to him. We learned of several cases of new plants having been built in Quebec, and the decision having been made to staff and operate them in French.

However, when the firm began its search for managers, it discovered, first, that the availability of qualified French-Canadians was low, and second, that when suitable candidates were found (either inside or outside the firm), they were often unwilling to move to a remote town. In most instances, the problem was finally resolved by sending as small a number of English-Canadians as possible, having first given them courses in French.

The only ownership-location type which hired a sufficient number of people for work in Quebec outside of Montreal is ECQ. It will be seen on Chart 1.2.2.0 that the relatively high and rising bilingual requirement on English-speaking employees in upper salary groups seems to correspond with the overall impression gained in our interviews. The falling bilingual requirement on French-speaking employees in lower salary groups is also noteworthy.

CHART 1.0.2.0
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F', English- 'E'.

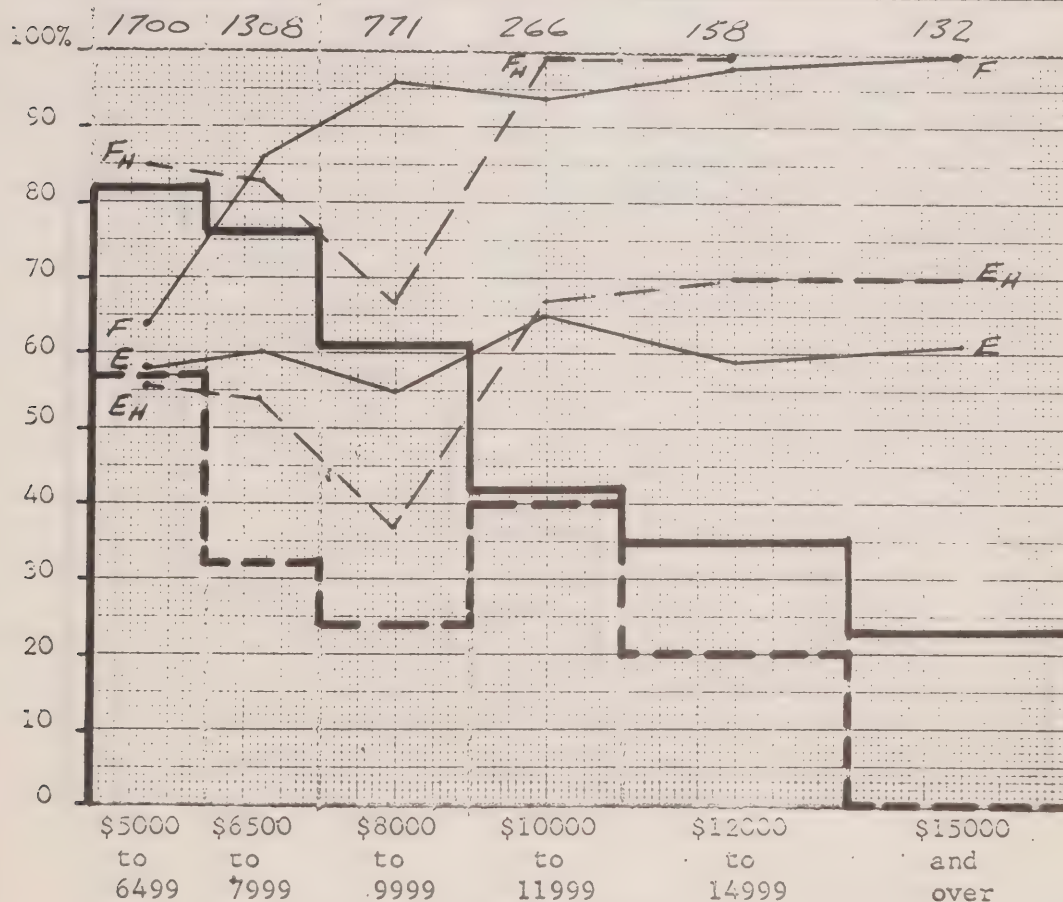
Solid Line - total employment.

Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----

96	38	25	5	5	4
----	----	----	---	---	---

-----Number of Employees in Each Salary Group-----



-----Salary Group-----

Sample TOTAL

Ownership - Location ALL

Number of Firms 30 Total Number of Employees 4335

Region QUEBEC EXCL MONTREAL (173 NEW)

Function ALL

CHART 1.2.2.0
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F', English- 'E'.

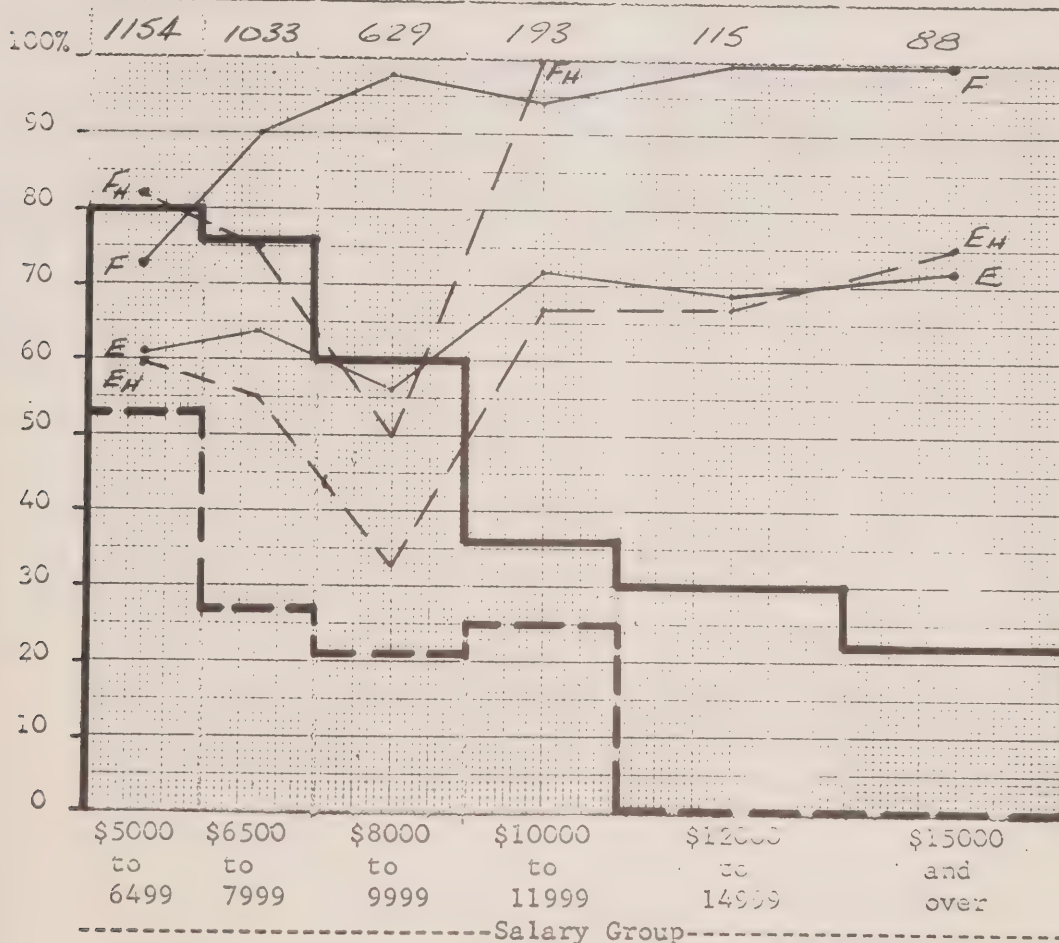
Solid Line - total employment.

Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----

75	30	19	4	3	4
----	----	----	---	---	---

-----Number of Employees in Each Salary Group-----



-----Salary Group-----

Sample TOTAL

Ownership - Location ECQ

Number of Firms 10 Total Number of Employees 3212

Region QUEBEC EXCL MONTREAL (135 NEW)

Function ALL

CHARTS 1.0.3.0 (Atlantic Provinces)
1.0.4.0 (Ontario)
1.0.5.0 (Four Western Provinces)

All three charts show that, in general, employment of French-Canadians in all salary groups outside of the Province of Quebec is low and that new hirings do not indicate any change in these conditions. In the case of the Atlantic Provinces, the size in the sample is so small that the line showing bilingual requirements on English-speaking employees is erratic (it rises to 100 per cent, but this applies to one person, only).

In general, the bilingual requirement on new English-speaking employees is slightly higher in the Atlantic Provinces and Ontario than it is for people hired in earlier periods.

CHART 1.0.3.0
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

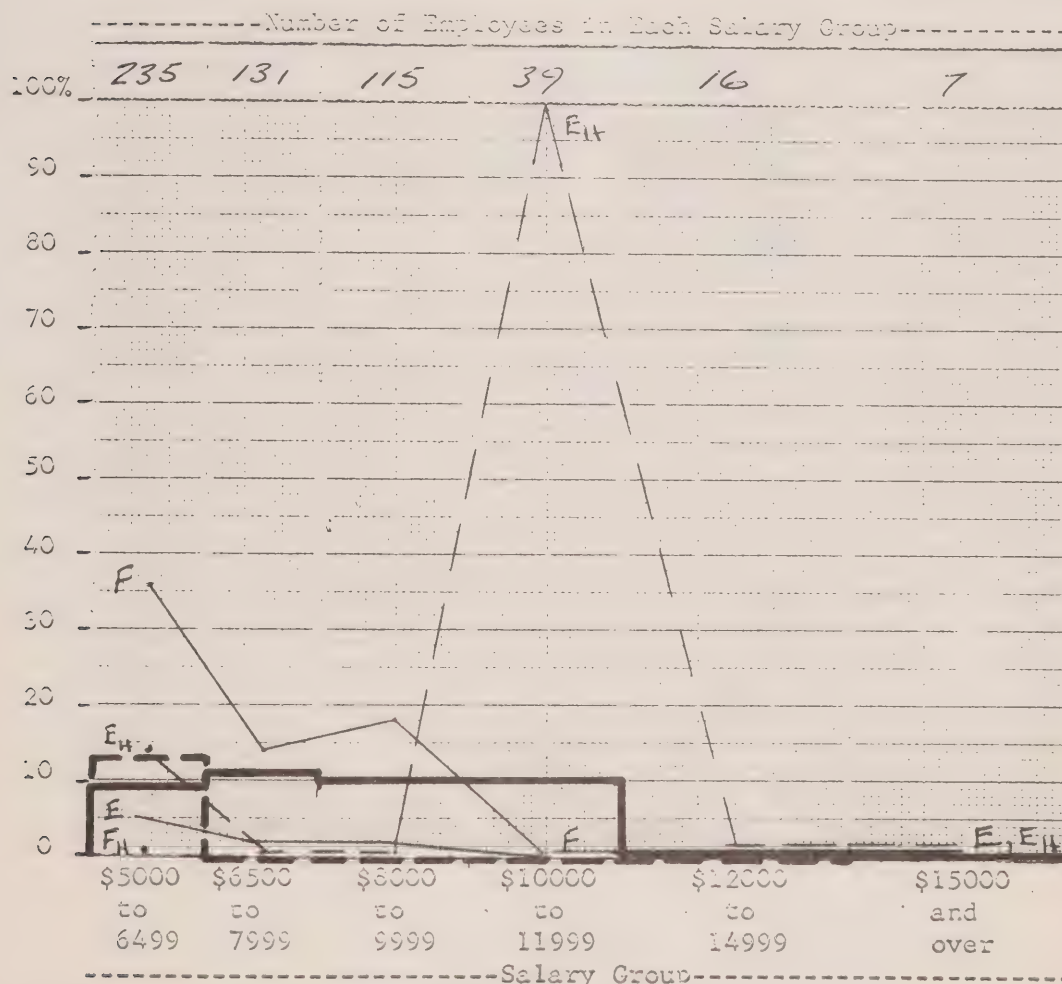
- Single Lines: French-speaking employees marked 'F', English- 'E'.

Solid Line - total employment.

Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----

8	2	2	1	1	-
---	---	---	---	---	---



Sample TOTAL

Ownership - Location ALL

Number of Firms 22 Total Number of Employees 543

Region ATLANTIC PROVINCES (14 NEW)

Function ALL

STUDY ON CORPORATE POLICIES AND PRACTICES
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3.2.4
RECENT HIRING

CHART 10.4.0
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F', English- 'E'.

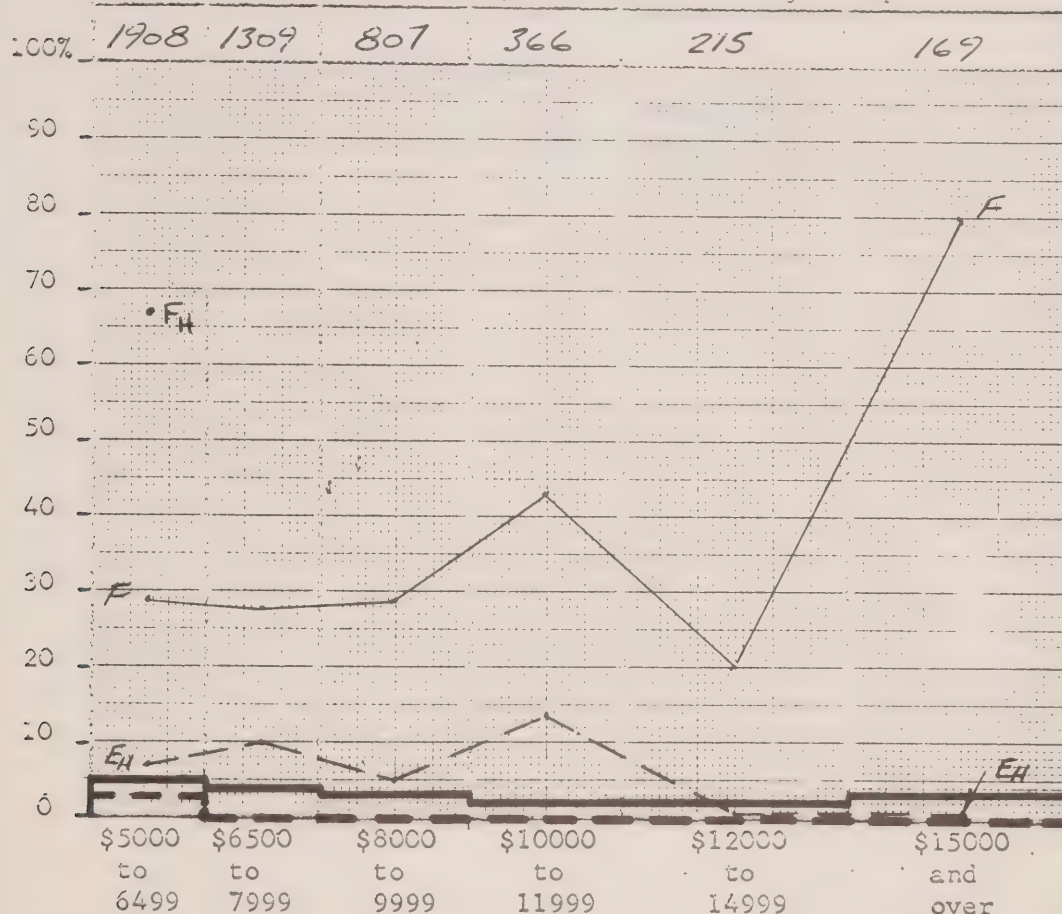
Solid Line - total employment.

Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----

111	29	22	7	3	4
-----	----	----	---	---	---

-----Number of Employees in Each Salary Group-----



(E: 2-5%)

-----Salary Group-----

Sample TOTAL

Ownership - Location ALL

Number of Firms 31 Total Number of Employees 4774

Region ONTARIO (176 NEW)

Function ALL

CHART 1.0.5.0
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

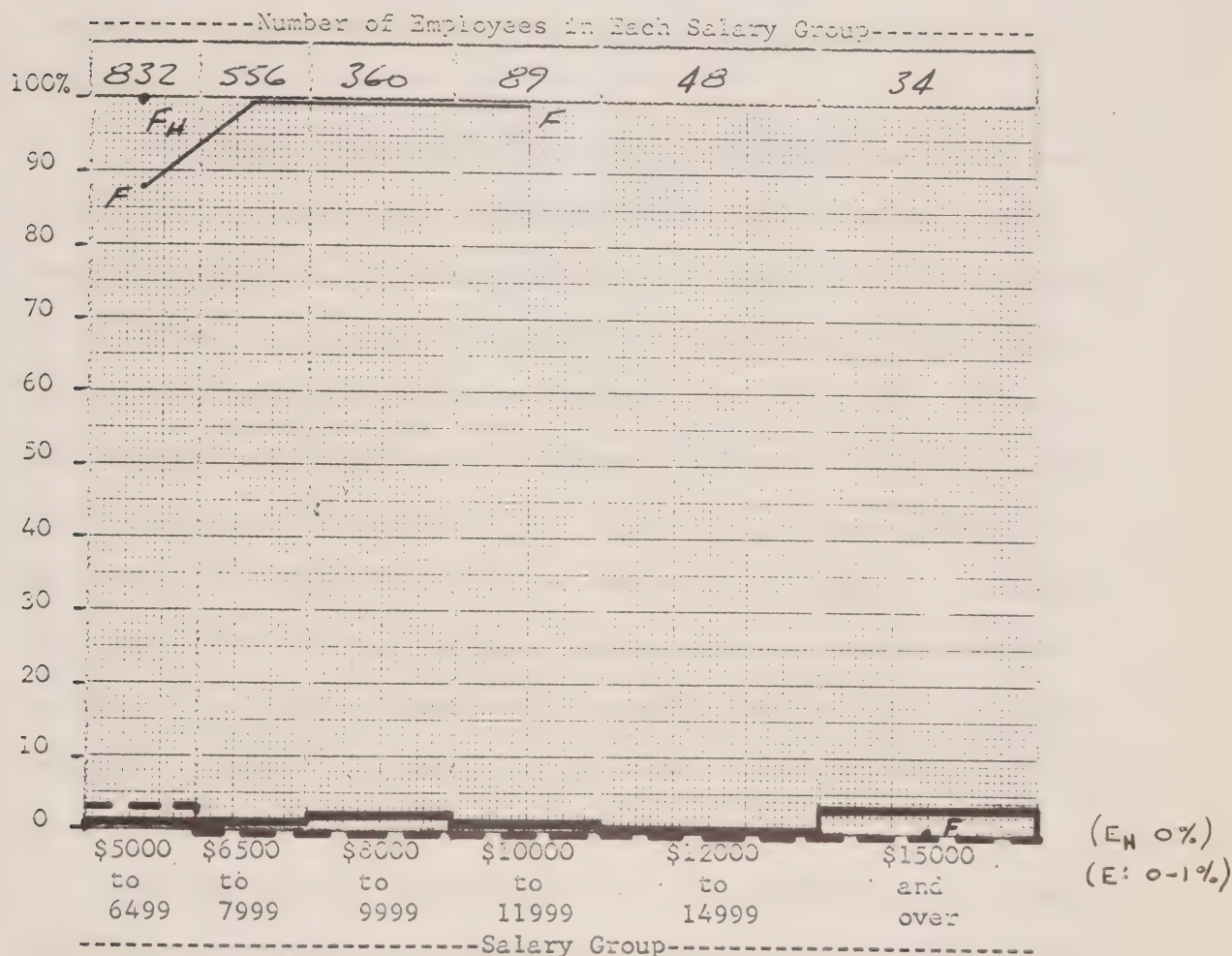
- Single Lines: French-speaking employees marked 'F', English- 'E'.

Solid Line - total employment.

Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----

39	4	3	6	1	1
----	---	---	---	---	---



Sample TOTAL

Ownership - Location ALL

Number of Firms 27 Total Number of Employees 1919

Region FOUR WESTERN PROVINCES (54 NEW)

Function ALL

3.2.2.3 Differences in Hiring Practices Due to Function

CHART 1.0.0.1 (Manufacturing)

Manufacturing, which is by a considerable margin the largest single functional area in terms of employment of salaried staff earning over \$ 5,000 per annum, is only third largest in terms of new hiring. This would imply an element of stability, as might have been anticipated from a consideration of the type of work involved and the emphasis which is often placed on plant experience. Even so, the changes in the characteristics of the incoming group are quite striking, as Chart 1.0.0.1 indicates.

The bilingual requirements on new French-speaking employees are higher in all salary groups, reaching 100 per cent as early as the second salary level. Possibly, this is the result of the growing need to maintain close contact between manufacturing management or supervision at all levels, and other departments within the firm. In technical matters, as we have seen, the language of communication is English. At the same time, bilingualism (not only ability to speak English) is an asset to the supervisor who must communicate frequently with wage-roll and junior clerical employees hired locally. The bilingual requirements on recently-hired English-speaking employees are also substantially greater, due mainly to the need for internal communication in plants located in French Canada.

The percentage of French-Canadians in the incoming group is less than that for people already employed in all but the top salary group, and even here, the figure indicates only one man. This, and the change in bilingual requirements, seem to confirm the basic problem of availa-

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3.2.4
RECENT HIRING

CHART 10.01
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

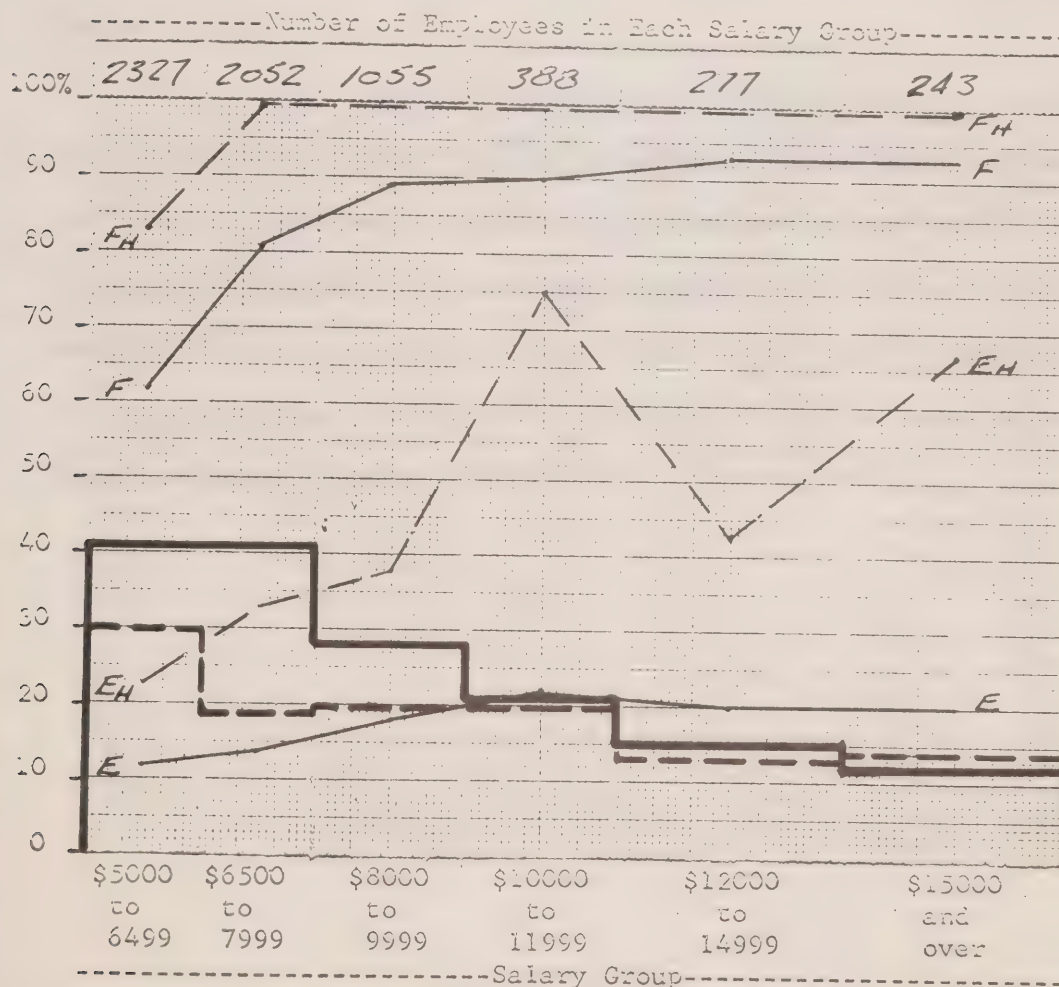
- Single Lines: French-speaking employees marked 'F', English- 'E'.

Solid Line - total employment.

Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----

76	26	10	10	8	7
----	----	----	----	---	---



Sample TOTAL

Ownership - Location ALL

Number of Firms 35

Total Number of Employees 6342

Region ALL

(137 NEW)

Function MANUFACTURING

bility and mobility discussed earlier.

Effect of Region

Chart 1.0.1.1, which relates to hiring for manufacturing in the Montreal area, offers much the same story, except that the bilingual requirements on English-speaking employees (new and old) drops in the upper salary groups. The requirements begin to drop later, however, for new employees. For the three French-Canadians hired at salaries above \$ 10,000 per annum (one in each group), the bilingual requirements are 100 per cent.

Chart 1.0.2.1 (Quebec excluding the Montreal region) shows that all four people hired in the two top salary groups were English-Canadians, and that the bilingual requirements on them are 100 per cent. The bilingual requirements on new French-Canadian employees are also substantially higher, reaching 100 per cent in the second salary group. In all salary groups, the proportion of French-Canadians among recently-hired employees is below that of total salaried staff.

STUDY ON CORPORATE POLICIES AND PRACTICES
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3.2.4
RECENT HIRING

CHART 1.0.1.1
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

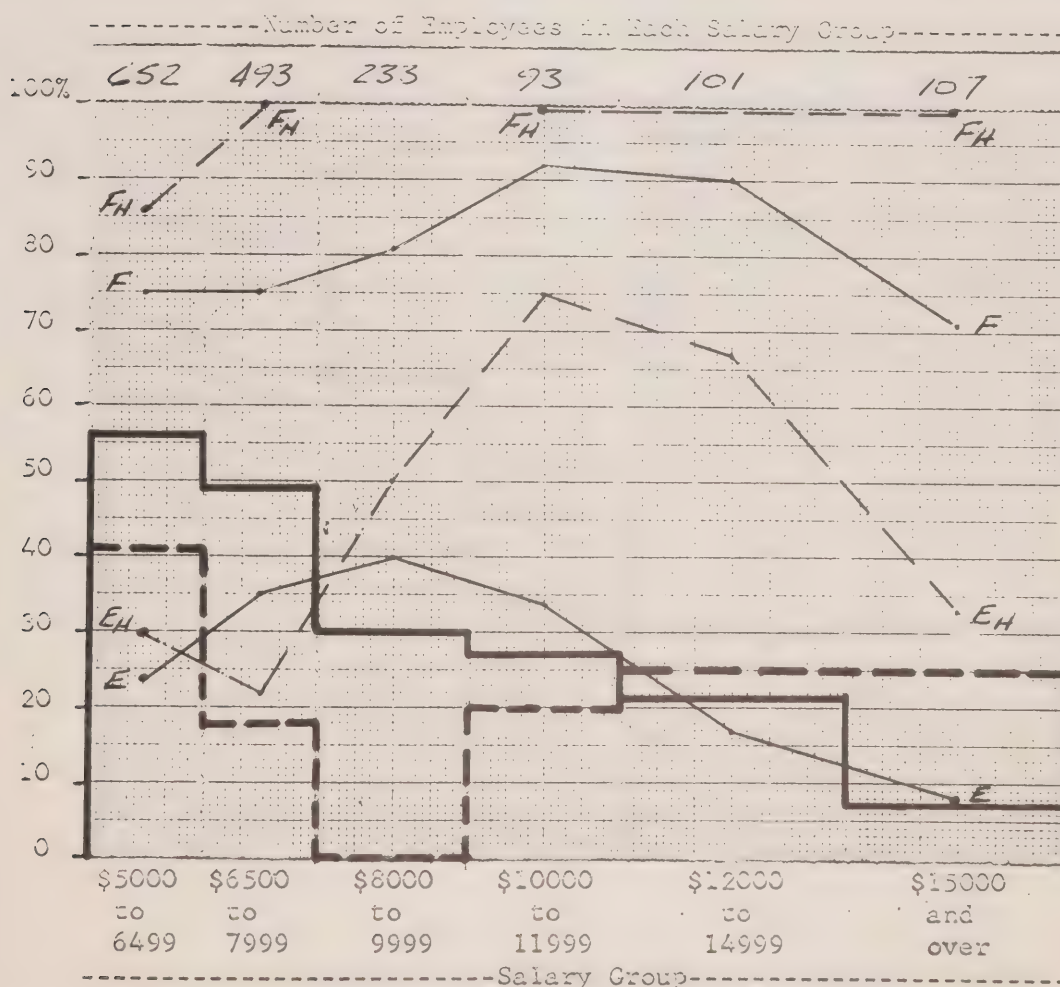
- Single Lines: French-speaking employees marked 'F', English- 'E'.

Solid Line - total employment.

Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----

17	11	2	5	4	4
----	----	---	---	---	---



Sample TOTAL

Ownership - Location ALL

Number of Firms 35 Total Number of Employees 1679

Region MONTREAL (43 new)

Function MANUFACTURING

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.4
RECENT HIRING

CHART 1.0.2.1
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

Dotted Line - employees hired during 12 months ending 30 June/64.

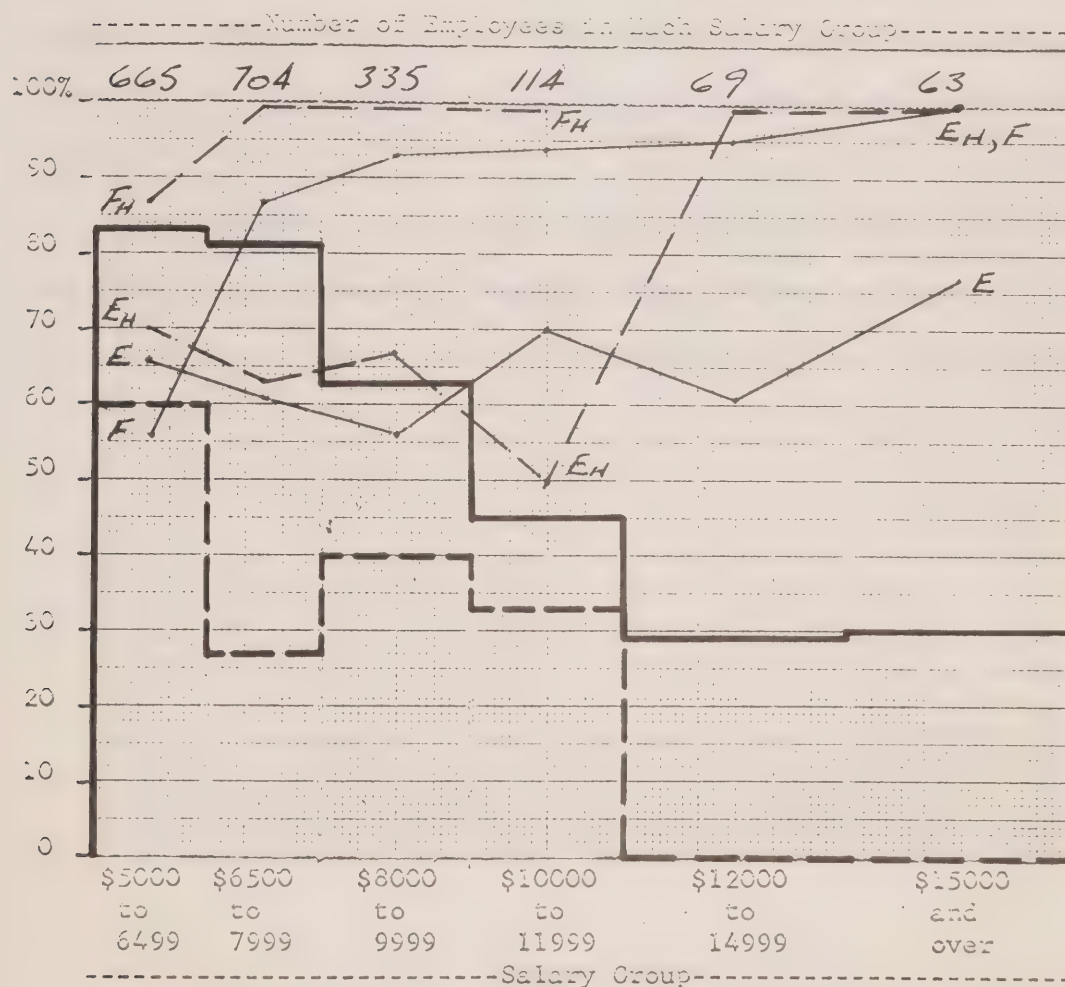
2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F', English- 'E'.

Solid Line - total employment.

Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----					
25	11	5	3	1	3



Sample TOTAL

Ownership - Location ALL

Number of Firms 30 Total Number of Employees 1950

Region QUEBEC EXCL MONTREAL (48 NEW)

Function MANUFACTURING

CHART 1.0.0.2 (Marketing)

Selection of staff for the Marketing function is influenced to a large extent by the need to meet the requirements of the buyer, whether the buyer is the general public or another manufacturing company. In Section 3.2.2, it was noted that the line showing the percentage of French-Canadians by salary group was relatively flat. Here we note that the equivalent line relating to recently-hired employees is similarly flat. Also, the two lines are very close - for any salary group, a difference in the mother tongue of two new men (or less) would shift the dashed line to the other side of the solid (total current employment) line.

The bilingual requirements on both French- and English-speaking employees are, in general, slightly higher for new employees.

In summary, little change is observable in this functional area.

CHART 10.0.2
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

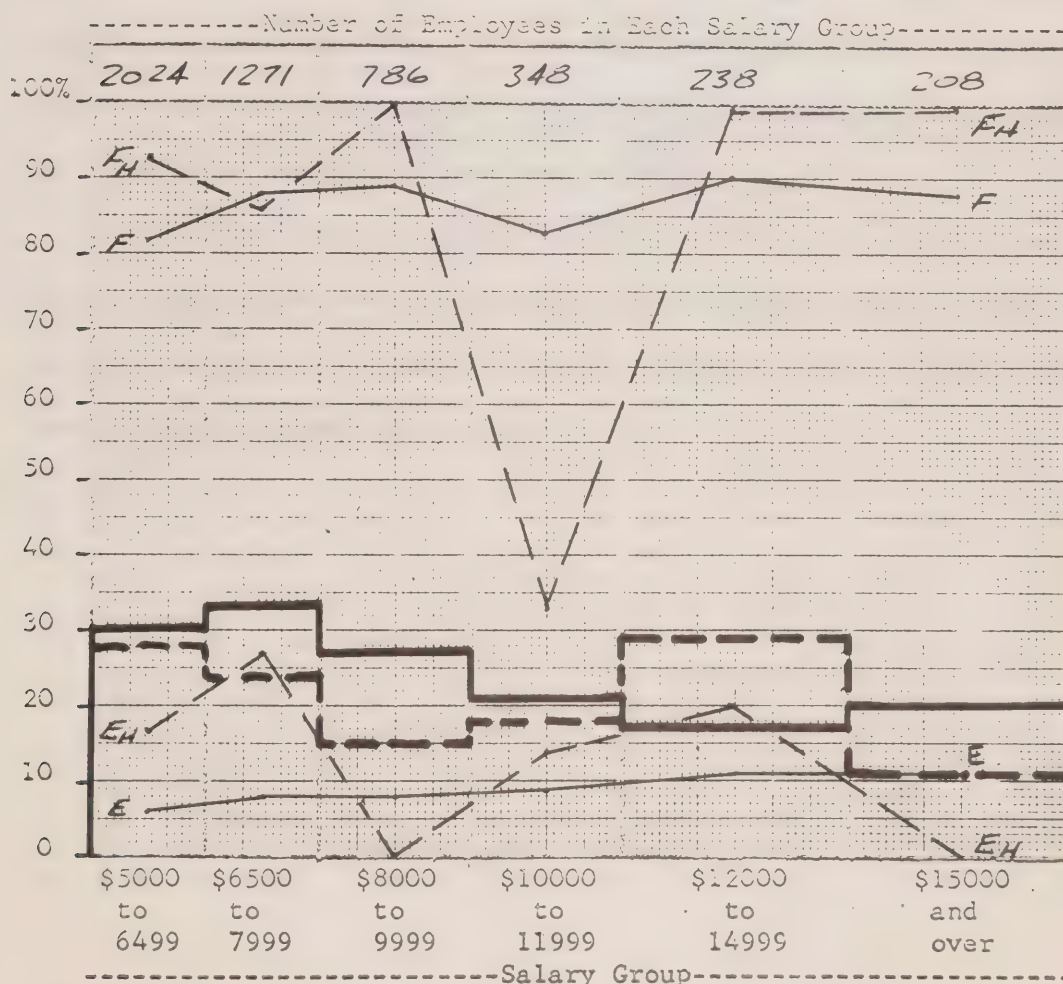
- Single Lines: French-speaking employees marked 'F', English- 'E'.

Solid Line - total employment.

Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----

100	29	13	17	7	9
-----	----	----	----	---	---



Sample TOTAL

Ownership - Location ALL

Number of Firms 35

Total Number of Employees 4875

Region ALL

(175 new)

Function MARKETING

Effect of Region and Product Type

The lines on Chart 1.0.1.2, which illustrate conditions in the Montreal area, are more erratic because of the small size of the sample, but they give the same general result: a slight shift toward increasing bilingual requirement on both French- and English-speaking employees; but otherwise little change.

The difference between firms selling consumer goods and those selling industrial materials is more marked although the sample is too small to warrant charting. In the Montreal area, consumer goods firms hired 12 French-speaking and 6 English-speaking people, while producers of industrial materials hired nine of each.

In the Province of Quebec outside of Montreal, consumer goods producers hired three French-speaking and no English-speaking people for work in Marketing. Industrial goods producers hired 14 French-speaking and 16 English-speaking people.

CHART 1.0.1.2
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

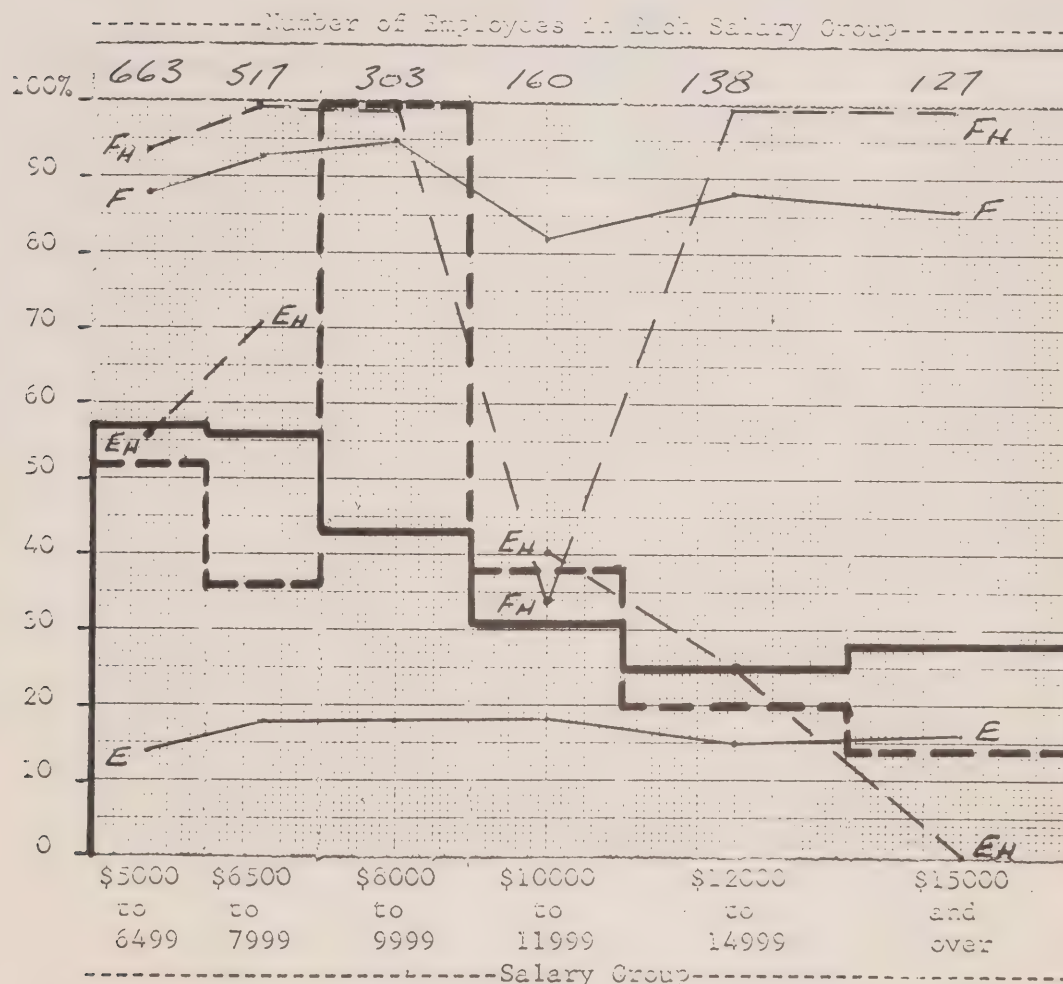
- Single Lines: French-speaking employees marked 'F', English- 'E'.

Solid Line - total employment.

Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----

33	11	2	8	5	7
----	----	---	---	---	---



Sample TOTAL

Ownership - Location ALL

Number of Firms 35 Total Number of Employees 1908

Region MONTREAL (66 NEW)

Function MARKETING

CHART 1.0.0.3 (Employee Relations)

Since only 30 people were hired for work in this relatively small functional area, the characteristics shown on Chart 1.0.0.3 can only indicate general trends.

All four people hired at salaries over \$ 10,000 per annum are French-Canadians. In other salary groups, the percentage of French-Canadians among new employees is close to the datum line.

The bilingual requirements on French-Canadians have increased, slightly, to 100 per cent for new employees.

CHART 1.0.0.3
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

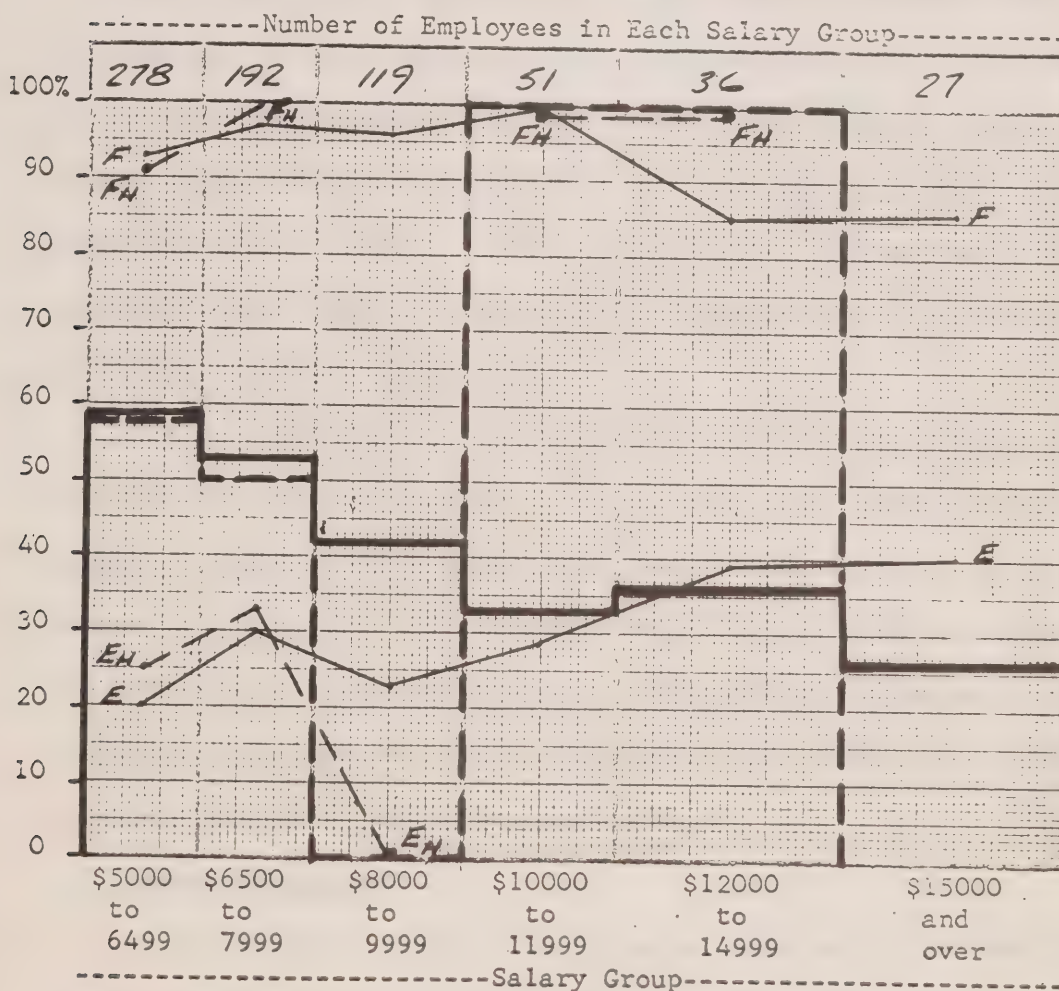
- Bar Chart shows per cent French-speaking.
- Solid Line - total employment (current plus recently hired).
- Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F', English- 'E'.
- Solid Line - total employment.
- Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----

19	6	1	3	1	-
----	---	---	---	---	---



Sample	TOTAL		
Ownership - Location	ALL		
Number of Firms	35	Total Number of Employees	703
Region	ALL		(30 NEW)
Function	EMPLOYEE RELATIONS		

CHART 1.0.0.4 (Engineering and Research & Development)

Engineering and Research & Development together constitute the third largest functional area in terms of employment of salaried staff, but they account for a significantly greater number of new employees than any other. The number hired here, 318, is 42.5 per cent of total hiring in the sample, and it is 11.4 per cent of total employment in this functional area.

This high rate of acquisition of new staff is probably the sum of two effects: a high turnover rate (characteristic of the high mobility of technically-trained people) and a high growth rate in this functional area. It is not possible for us to separate the two. There is possibly a third factor: in many firms, recent engineering graduates are given their initial training in the engineering office before being reassigned to other departments.

The line showing the percentage of French-Canadians among new employees is humped, but this is due to only four people as the total number of staff hired at upper salary levels is very low. In the three lowest salary groups (which account for 301 out of 318 new employees), the bilingual requirements on new French-speaking employees are substantially less than for those hired previously, while for new English-speaking employees, they are somewhat higher.

Effect of Region

In the Montreal region, the bilingual requirements on new French-speaking employees in the lower salary groups are lower still. For new English-speaking employees, the bilingual requirements drop below the datum and then to zero, although it may be significant that in the case

of the single person hired at a salary in excess of \$ 15,000, the requirement is 100 per cent.

CHART 1.0.0.4
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

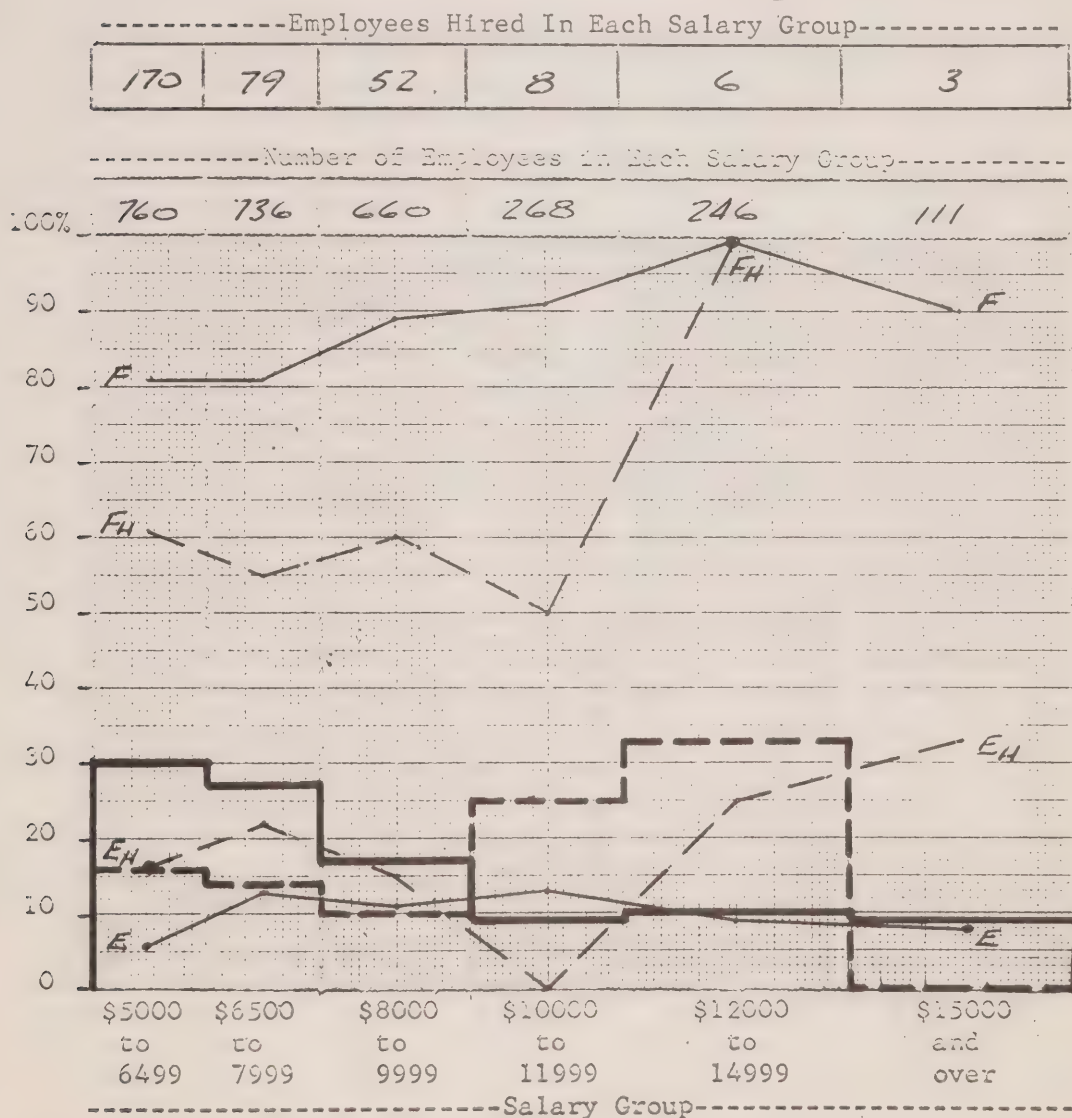
Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F', English- 'E'.

Solid Line - total employment.

Dotted Line - new employees.



Sample TOTAL

Ownership - Location ALL

Number of Firms 35 Total Number of Employees 2781

Region ALL (318 NEW)

Function ENGINEERING + R&D

CHART 10.1.4
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F', English- 'E'.

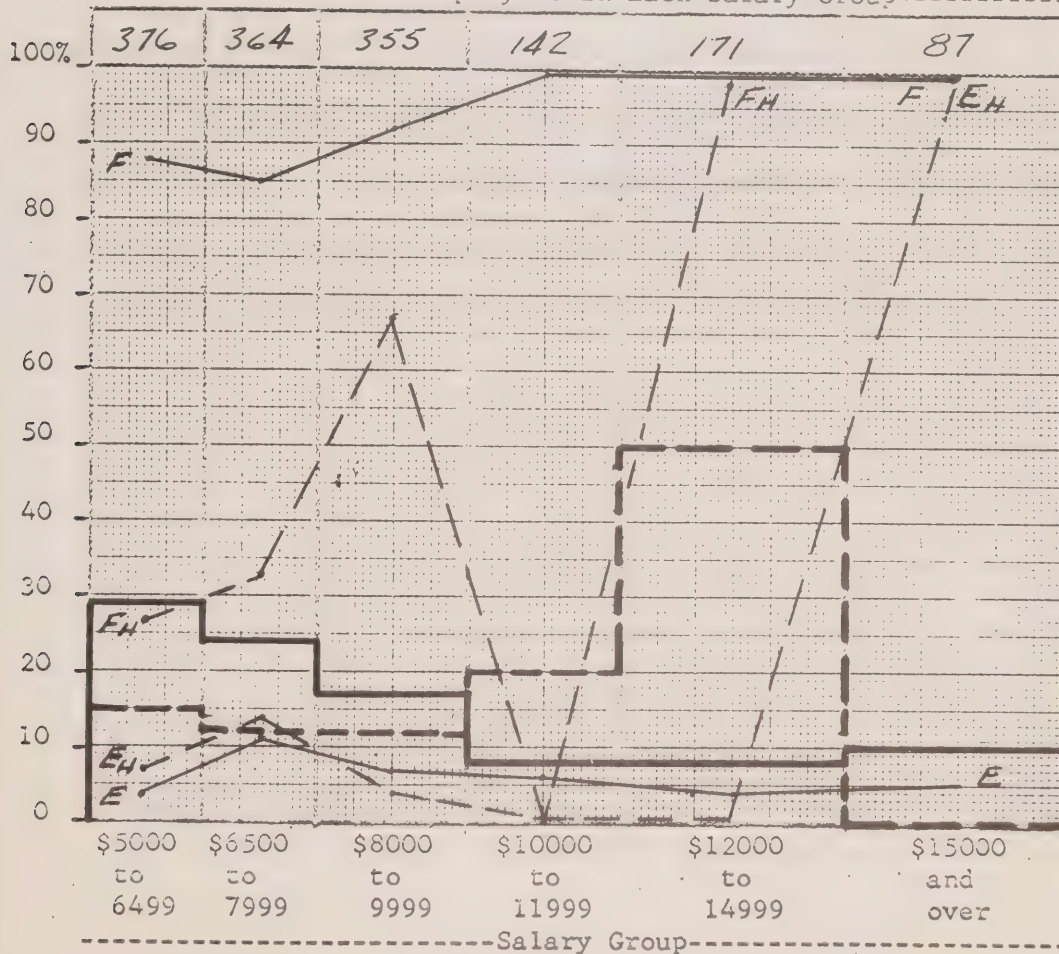
Solid Line - total employment.

Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----

72	50	26	5	4	1
----	----	----	---	---	---

-----Number of Employees in Each Salary Group-----



-----Salary Group-----

Sample TOTAL

Ownership - Location ALL

Number of Firms 35

Total Number of Employees 1495
(158 NEW)

Region MONTREAL

Function ENGINEERING + R&D

CHART 1.O.O.5 (Finance and Accounting)

The characteristics of the relatively small incoming group tend to confirm the continuing use of English as the language of business in the Finance and Accounting functional area, although there is a suggestion that the use of French is increasing slightly. Only five people were hired at salaries in excess of \$ 10,000, but all of these are English-speaking, and for all but one of them (working in Quebec outside of Montreal), the bilingual requirement is zero.

Of the 39 people hired, 13 are French-speaking. The bilingual requirement on them is significantly lower than that for people hired previously, dropping to zero in one case (working for an ECQ firm in the Montreal area). For new English-speaking employees, the bilingual requirement is slightly higher in the first two salary groups, and then it drops to zero for all except the one case noted above.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.4
RECENT HIRING

CHART 1.0.0.5
HIRING EXPERIENCE

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment (current plus recently hired).

Dotted Line - employees hired during 12 months ending 30 June/64.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F', English- 'E'.

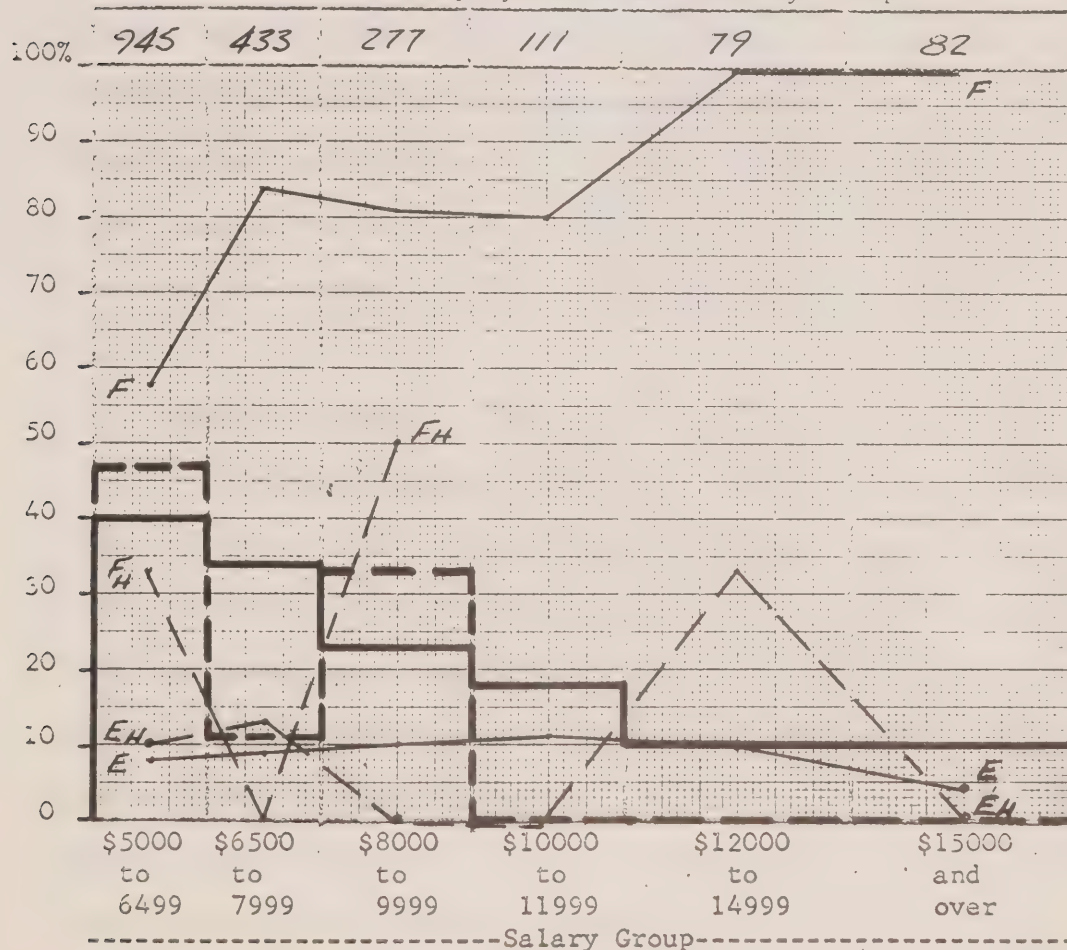
Solid Line - total employment.

Dotted Line - new employees.

-----Employees Hired In Each Salary Group-----

19	9	6	1	3	1
----	---	---	---	---	---

-----Number of Employees in Each Salary Group-----



Sample TOTAL

Ownership - Location ALL

Number of Firms 35 Total Number of Employees 1927

Region ALL (39 NEW)

Function FINANCE & ACCTG

3.2.3 Employee Mobility

In the previous section on Hiring, we examined, in part, the way in which patterns of employment are being altered by current hiring practices. In particular, it was noted that the proportion of French-Canadians in salaried staff earning over \$ 5,000 per annum is tending to increase in the middle salary groups and diminish at both high and low levels.

Changes in employment patterns within a given region can also be brought about through relocation of employees. For example, firms could increase the proportion of French-Canadians working in operations in the Province of Quebec outside of Montreal by moving English-Canadians to other regions and replacing them by French-Canadians moved from jobs in Montreal or elsewhere. Results of these changes are examined in this section.

There are, however, some larger questions regarding mobility of French- and English-speaking employees which must be considered first. The influences which tend to reduce the mobility (or the willingness to move) of French-Canadian employees are generally well known, and they were mentioned to us frequently in our interviews. They include social habits and preferences inherited from the "old" French Canada - emphasis on family and community ties, and a tendency to put loyalty (or commitment) to the job second to family loyalty. These patterns of behaviour are, of course, not unique to French-Canadians. In varying degrees of emphasis, they can be found in employees of all ethnic origins. But, French-Canadians are supposed to be more restricted by family and community ties, and part of our purpose here is to discover whether there

are differences in their rate of mobility which could be taken as evidence of this.

Beyond the general restraining influences mentioned, there are certain more direct factors which make it more difficult for a French-Canadian to move to a job outside of Quebec - especially if he is married with children of school age. Chief among these is the fact that French-language (and preferably, Roman Catholic) schools are difficult to find in other provinces. Where they do exist, they may be private, and schooling then involves an additional expense. In addition, the individual may wish to have his children grow up in a French-speaking environment, and this problem is only partly solved if a French-language school is available.

It may be possible to test for these factors. If French-Canadians are as willing to move as anyone else, providing the schooling and environmental problems are solved, then their mobility between locations within the Province of Quebec should be as high as the average. (It may be higher if, by difference, non-French-Canadians are being moved elsewhere.) If not, then more general social restraints must be present.

There is one more factor which may be acting to reduce the current rate of mobility (as measured by actual movement) of French-Canadians, and that is the attitude of employers. We learned in our interviews that, in many cases, senior executives of both French- and English-speaking companies are quite concerned about the reluctance of French-Canadians to move to other company locations. No doubt, this is based on past experience. To the greatest extent possible, the feelings and preferences of the employee are taken into account before he is asked

to move. If it is felt that he would not be willing to relocate, then he is not asked; matters are seldom allowed to come to the crisis point. These considerations apply no matter what the ethnic background or mother tongue of the employee may be, but the hesitation and the effort devoted to "prior thinking" are greater if he is French-Canadian.

In the present section, the data deal with moves that actually took place. We have no way of measuring what might have been, although some of the intangible factors will be discussed later.

Information on mobility was gathered from 34 of the 36 large firms analysed in Section 3.2.2 (Current Employment). Although total employment of people earning over \$ 5,000 per annum in this sample is slightly less than in the sample relating to current employment (18,999 vs 19,888), the distribution of employees by salary level is still very close to that in the larger sample. If the transparency of Chart 3.2.2 (1.0.0.0) (Current Employment) is compared with Chart 3.2.5 (1.0.0.0) (Employee Mobility), it will be seen that the percentage of French-Canadians differs by one percentage point or less in each salary group.

The series of charts numbered 3.2.5 are constructed in a manner similar to that used in the two preceding sections in order to facilitate comparison of the way in which practice varies by salary level. The total number of people currently employed, and the number of people moving, are shown in appropriate boxes at the top of the chart. As before, the charted lines show the percentage of French-Canadians in each group. Current employment is shown with a solid line and the number of people moving is shown with a dashed line.

The numbers shown in the boxes entitled "Employees Moved in Each Salary Group" are designed to give a measure of mobility rate by salary level. They do not quite correspond to actual persons, for the number is calculated as the number of people moving out of each region, plus the number moving in, divided by two. Since a move often brings with it an increase in salary, a particular person may be counted among those moving out in one salary group, and among those moving in, in another. As long as the numbers are large, the effect is not noticeable, but where they are small (as in FCQ firms, Chart 1.1.0.0 and ForFrQ firms, Chart 1.4.0.0), the numbers are difficult to match with the "percentage French-Canadian" line. In such cases, each series (number distribution and percentage French-Canadian) should be considered separately, as being the fairest possible representation of each trend.

Chart 3.2.5 (1.0.0.0) illustrates overall conditions of mobility in all sample firms between all regions. French-Canadians constitute 30.5 per cent of employment in all salary groups, but only 22.5 per cent of all those moving. If the mobility of both French- and English-speaking employees were equal, we would expect the percentage figures to be equal also.

An interesting feature of the chart is that a "hump" is observable in middle salary groups in the mobility curve, similar to that discovered in the curve for hiring. Apparently, French-Canadians qualified for middle-management jobs are small in number, but they are in relatively greater demand, and they are relatively more mobile than either French-Canadians, or English-Canadians with equivalent qualifications.

Table 3.2.3.0 shows the pattern of movement of French- and English-speaking employees between regions. Movements away from each region are shown in rows, and movements into each region are shown in columns. The total number of people shown on Chart 3.2.5 (1.0.0.0) is five less than the number covered in this table because information on their salary (necessary for plotting) is not available. Since all five people are in ECQ firms, which account for 235 cases of movement, the error is not too significant.

As the total row and column show, movements in and out of each region (with the minor exceptions of the four Western Provinces and regions outside Canada) were quite balanced. Three interesting features stand out: (1) Most of the movement of French-Canadians (77 cases out of 90) involved moves within the Province of Quebec. (2) There was a net gain of 11 English-Canadians (71 out, 82 in) in the Montreal region and a net loss of only one English-Canadian (36 out, 35 in) in Quebec outside of Montreal. There appears to be no exodus. (3) Movements of French-Canadians were exactly balanced in Montreal (35 out, 35 in) and in the rest of Quebec (42 out, 42 in). Thus, there appears to be no tendency on the part of sample firms to increase, through relocation, the percentage of French-Canadians among their salaried employees in Quebec.

CHART 1.0.0.0
EMPLOYEE MOBILITY

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

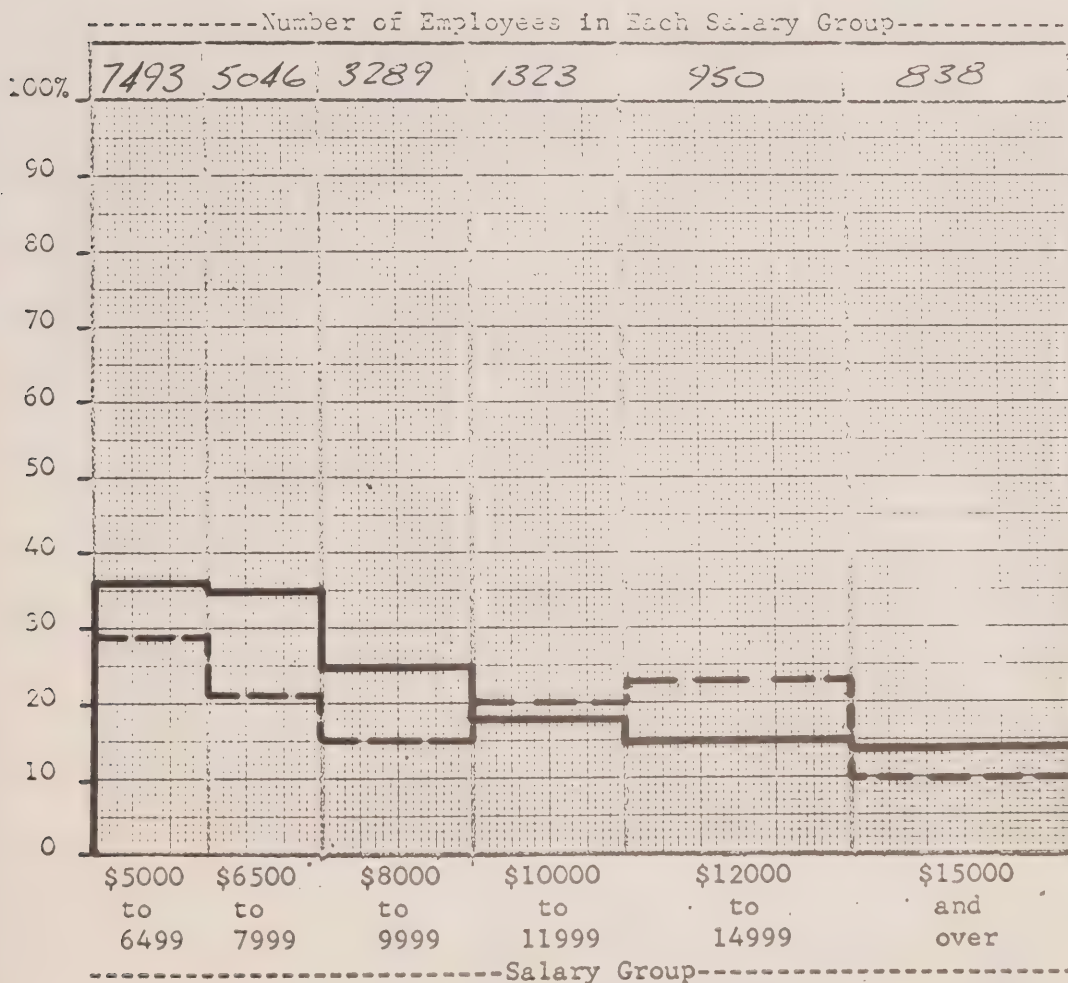
- Bar Chart shows per cent French-speaking.

Solid Line - total employment.

Dotted Line - employees moved during 12 months ending 30 June/64.

-----Employees Moved In Each Salary Group-----

138	77	78	52	28	21
-----	----	----	----	----	----



Sample TOTAL

Ownership - Location ALL

Number of Firms 34 Total Number of Employees 18939

Region ALL

Function ALL

(394 MOVED)

TABLE 3.2.3.0

(34 Large Firms)

INTER-REGIONAL MOBILITY

Employees Earning \$ 5,000 Per Annum And Over

OWNERSHIP-LOCATION TYPE: A11
FUNCTION: A11

S O U R C E	Mother Tongue	D E S T I N A T I O N							TOTAL OUT
		Metropolitan Montreal	Quebec Excl. Montreal	Atlantic Provinces	Ontario	4 Western Provinces	Elsewhere		
Metropolitan Montreal	E	16	13	4	27	10	1	71	
	F	10 <u>26</u>	15 <u>28</u>	1 <u>5</u>	6 <u>33</u>	3 <u>13</u>	- <u>1</u>	35 <u>106</u>	
Quebec excl. Montreal	E	11	11		10	4		36	
	F	19 <u>30</u>	22 <u>33</u>		1 <u>11</u>	- <u>4</u>		42 <u>78</u>	
Atlantic Provinces	E	5	2	3	3			13	
	F	1 <u>6</u>	- <u>2</u>	- <u>3</u>	- <u>3</u>			1 <u>14</u>	
Ontario	E	33	8	3	48	16	8	116	
	F	5 <u>38</u>	2 <u>10</u>	- <u>3</u>	1 <u>49</u>	1 <u>17</u>	- <u>8</u>	9 <u>125</u>	
4 Western Provinces	E	16	1	1	27	23	1	69	
	F	- <u>16</u>	3 <u>4</u>	- <u>1</u>	- <u>27</u>	- <u>23</u>	- <u>1</u>	3 <u>72</u>	
Elsewhere	E	1			2	1		4	
	F	- <u>1</u>			- <u>2</u>	- <u>1</u>		- <u>4</u>	
TOTAL IN	E	82	35	11	117	54	10	309	
	F	35 <u>117</u>	42 <u>77</u>	1 <u>12</u>	8 <u>125</u>	4 <u>58</u>	- <u>10</u>	90 <u>399</u>	

3.2.3.1 Differences in Mobility Due to Ownership-Location Type

The following set of seven charts and tables (one for each ownership-location type) examines patterns of mobility of French- and English-speaking employees between all regions, and for all functional areas.

Chart 1.1.0.0 (FCQ firms) and Chart 1.4.0.0 (ForFrQ firms) relate to such a small number of cases that detailed analysis is not possible. They do combine to show, however, that a high degree of mobility of French-Canadians is not to be found among French-language firms. In fact, of the total of 14 cases of employee movement covered here, only three involved French-Canadians. We note also that the number of people moving as a percentage of total employment is very low in FCQ firms, although this is in part due to the small number of work areas involved.

As Table 3.2.3.1 shows, two people were moved into Quebec outside of Montreal - one French-speaking and one English-speaking - and one each into Montreal and Ontario (both English-speaking). No trends are apparent.

CHART 1.10.0
EMPLOYEE MOBILITY

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

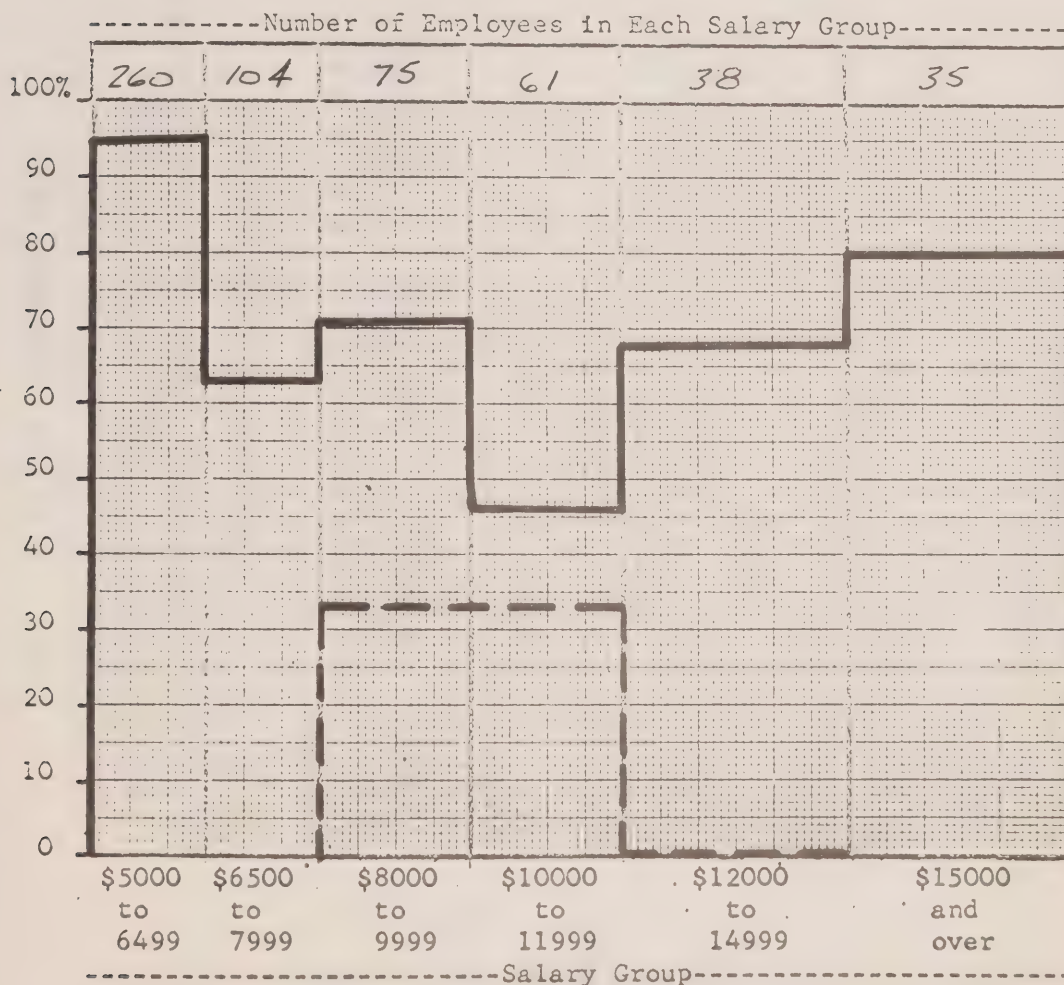
- Bar Chart shows per cent French-speaking.

Solid Line - total employment.

Dotted Line - employees moved during 12 months ending 30 June '64.

-----Employees Moved In Each Salary Group-----

-	-	3	1	-
---	---	---	---	---



Sample TOTAL

Ownership - Location FCQ

Number of Firms 6 Total Number of Employees 573

Region ALL (4 MOVED)

Function ALL

TABLE 3.2.3.1

(Large Firms)

INTER-REGIONAL MOBILITY

Employees Earning \$ 5,000 Per Annum And Over

OWNERSHIP-LOCATION TYPE: FCQ
FUNCTION: All

S O U R C E	Mother Tongue	D E S T I N A T I O N					TOTAL OUT
		Metropolitan Montreal	Quebec Excl. Montreal	Atlantic Provinces	Ontario	Western Provinces	Elsewhere
Metropolitan Montreal	E F	- 1 1	- 1 1				- 1 1
Quebec excl. Montreal	E F						
Atlantic Provinces	E F		1 - 1				1 - 1
Ontario	E F						
4 Western Provinces	E F	1 - 1			1 - 1		2 - 2
Elsewhere	E F						
TOTAL IN	E F	1 - 1	1 1 2		1 - 1		3 1 4

CHART 1.2.0.0 (ECQ Firms)

ECQ firms account for 43 per cent of current employment in the sample and 58 per cent of all people moving. The "hump" in the mobility line is much more striking in this case. The rate of movement of French-Canadians in the top salary group is equivalent to that of English-Canadians. However, at lower salary levels (where nearly 80 per cent of all moves are occurring), the proportion of French-Canadians moving is much below what is indicated by their representation in total current employment.

Table 3.2.3.2 shows a net gain of four French-Canadians in Montreal (20 in, 16 out) and a net loss of three in Other Quebec (30 in, 33 out). Among English-speaking employees, there was a net gain of nine in Montreal (53 in, 44 out) and a loss of ten in Other Quebec (20 in, 30 out). In Ontario, there was a net loss of one French-Canadian (2 in, 3 out) and a net gain of five English-Canadians (73 in, 68 out). Of the total number of 55 French-Canadians moving, 50 moved into locations in the Province of Quebec. The number of English-Canadians moving into locations in Quebec (73) was the same as the number moving into Ontario.

CHART 1.2.0.0
EMPLOYEE MOBILITY

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

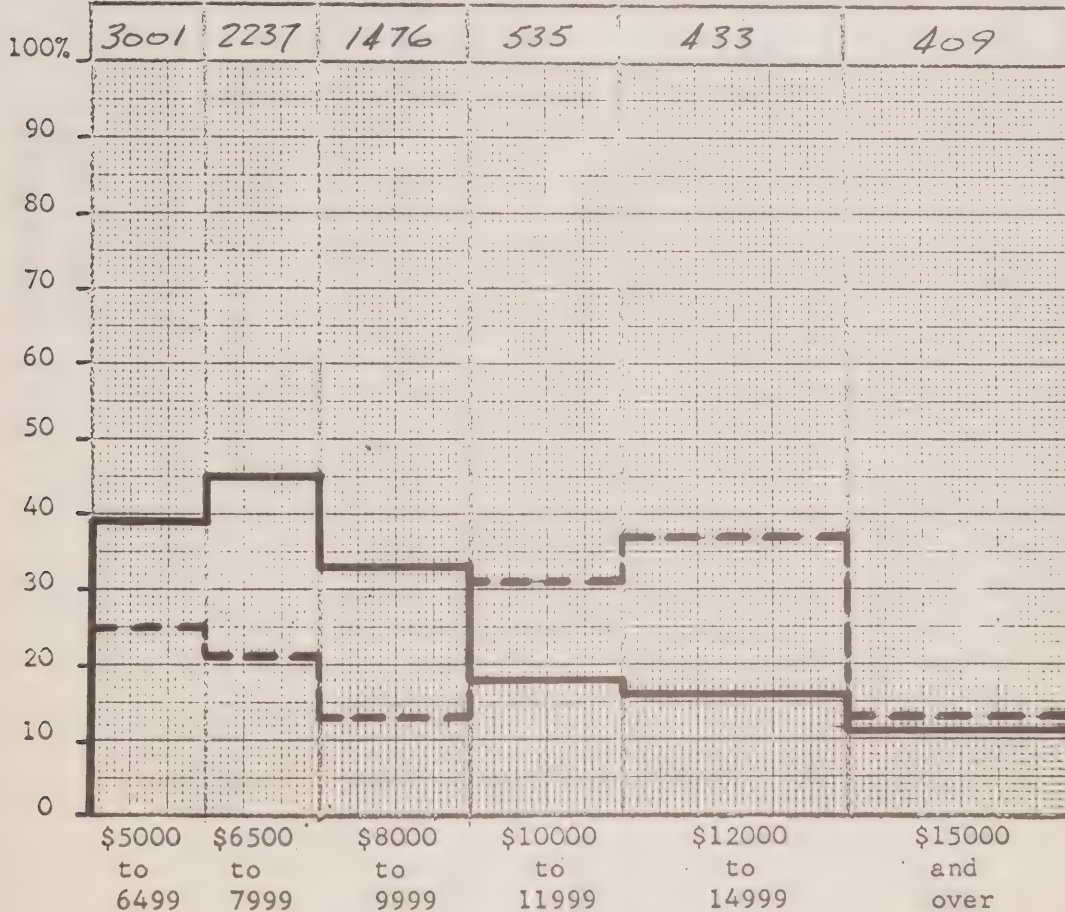
Solid Line - total employment.

Dotted Line - employees moved during 12 months ending 30 June/64.

-----Employees Moved In Each Salary Group-----

88	43	45	26	13	15
----	----	----	----	----	----

-----Number of Employees in Each Salary Group-----



-----Salary Group-----

Sample TOTAL

Ownership - Location ECQ

Number of Firms 10

Total Number of Employees 8091

Region ALL

(230 MOVED)

Function ALL

TABLE 3.2.3.2

(Large Firms):

INTER-REGIONAL MOBILITY

Employees Earning \$ 5,000 Per Annum And Over

OWNERSHIP-LOCATION TYPE: ECQ

FUNCTION: All

SOURCE	Mother Tongue	Metropolitan Montreal	Quebec Excl. Montreal	Atlantic Provinces	Ontario	4 Western Provinces	Elsewhere	TOTAL OUT
Metropolitan Montreal	E F	8 <u>6</u> 14	9 <u>6</u> 15	3 <u>-</u> 3	16 <u>2</u> 18	7 <u>2</u> 9	1 <u>-</u> 1	44 <u>16</u> 60
Quebec excl. Montreal	E F	11 <u>12</u> 23	11 <u>21</u> 32		5 <u>-</u> 5	3 <u>-</u> 3		30 <u>33</u> 63
Atlantic Provinces	E F	4 <u>-</u> 4		2 <u>-</u> 2	2 <u>-</u> 2			8 <u>-</u> 8
Ontario	E F	22 <u>2</u> 24		3 <u>-</u> 3	39 <u>-</u> 39	4 <u>1</u> 5		68 <u>3</u> 71
4 Western Provinces	E F	8 <u>-</u> 8	- <u>3</u> 3	1 <u>-</u> 1	11 <u>-</u> 11	10 <u>-</u> 10		30 <u>3</u> 33
Elsewhere	E F							
TOTAL IN	E F	53 <u>20</u> 73	20 <u>30</u> 50	9 <u>-</u> 9	73 <u>2</u> 75	24 <u>3</u> 27	1 <u>-</u> 1	180 <u>55</u> 235

CHART 1.3.0.0 (ECC Firms)

The overall mobility rate for ECC firms is well below average (1.5 per cent of current employment, compared with 2.1 per cent in the sample as a whole). The percentage of French-Canadians among those moving, which is also low at 12.2 per cent, is above the datum in the first salary group, only, and it falls to zero at salaries over \$ 10,000 per annum.

Table 3.2.3.3 shows that most movements involved the Ontario region, and that there was a net loss of five English-speaking employees from Ontario (20 out, 15 in). At the same time, there was a net loss of one English-Canadian from Montreal (5 out, 4 in) and a net gain of five in Other Quebec (1 out, 6 in). Movements of French-speaking employees were balanced in Montreal, Other Quebec and Ontario.

CHART 1.3.0.0
EMPLOYEE MOBILITY

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

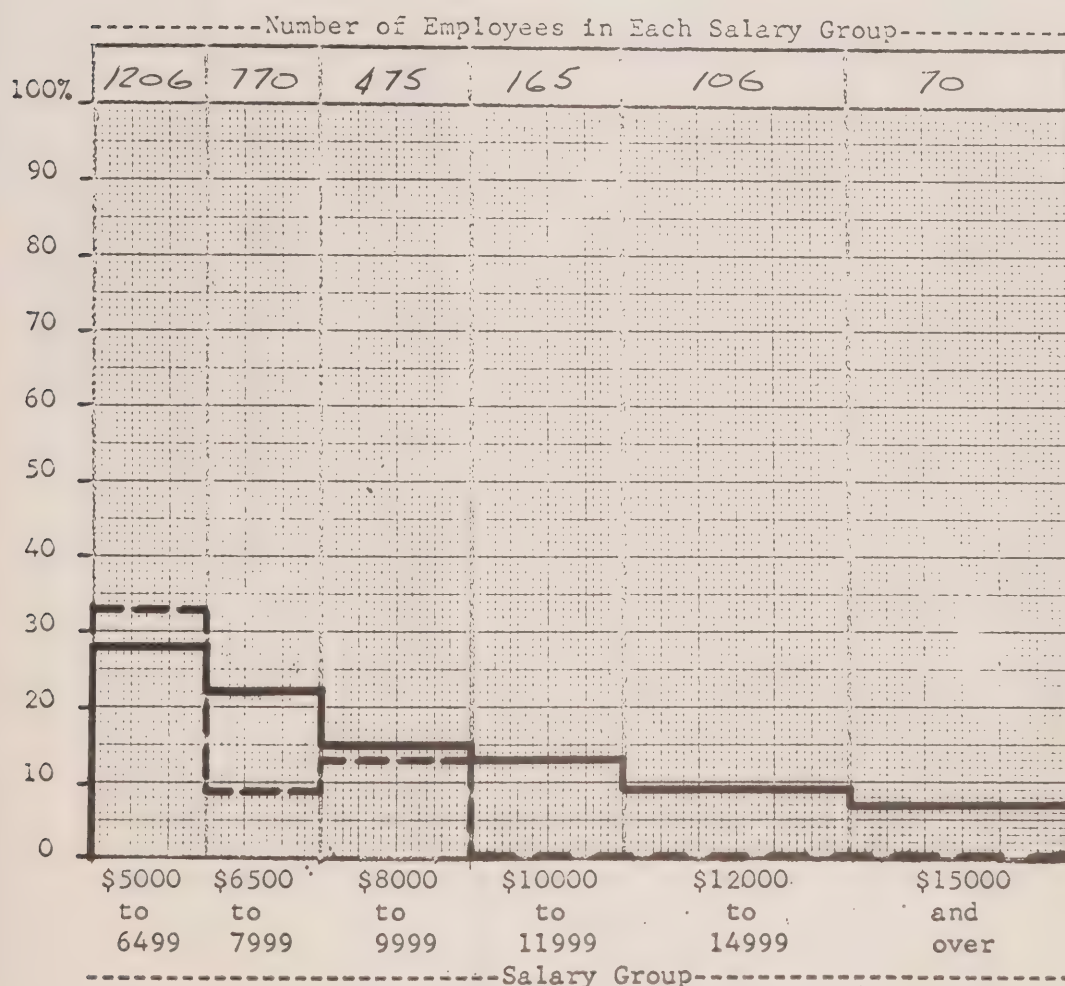
- Bar Chart shows per cent French-speaking.

Solid Line - total employment.

Dotted Line - employees moved during 12 months ending 30 June/64.

-----Employees Moved In Each Salary Group-----

9	11	8	8	4	1
---	----	---	---	---	---



Sample TOTAL

Ownership - Location ECC

Number of Firms 4

Total Number of Employees 2792

Region All

(41 MOVED)

Function All

TABLE 3.2.3.3

(Large Firms)

INTER-REGIONAL MOBILITY

Employees Earning \$ 5,000 Per Annum And Over

OWNERSHIP-LOCATION TYPE: ECC
FUNCTION: A11

SOURCE	Mother Tongue	D E S T I N A T I O N						TOTAL OUT
		Metropolitan Montreal	Excl. Montreal	Quebec	Atlantic Provinces	Ontario	4 Western Provinces	Elsewhere
Metropolitan Montreal	E F	- 1 1	- 1 1	- 1 1	- 1 1	3 1 4	2 - 2	5 2 7
Quebec excl. Montreal	E F	- 2 2	- - -	- - -	- - -	- - -	1 - 1	1 2 3
Atlantic Provinces	E F	- - -	- - -	1 - 1	1 - 1	- - -	- - -	2 - 2
Ontario	E F	3 - 3	5 1 6	- - -	- - -	7 - 7	3 - 3	20 1 21
4 Western Provinces	E F	1 - 1	- - -	- - -	- - -	5 - 5	1 - 1	8 - 8
Elsewhere	E F	- - -	- - -	- - -	- - -	- - -	- - -	- - -
TOTAL IN	F E	4 2 6	6 2 8	1 - 1	1 - 1	15 1 16	7 - 7	36 5 41

CHART 1.4.0.0 (ForFrQ Firms)

The line depicting the percentage of French-Canadians among those moving rises sharply in the middle salary groups, but it never goes above the line showing the percentage of French-Canadians in total current salaried employment. It is interesting that both curves are U-shaped (the mobility curve being an inverted U), but the small number of people in the sample make it difficult to conclude with certainty that part of the reason English-speaking people are employed by ForFrQ firms is their greater willingness to move when necessary.

As Table 3.2.3.4 indicates, movements between regions are generally balanced, with a small net gain of English-speaking employees in the Montreal area (2 out, 4 in). Movement of French-speaking employees involve only Montreal and other parts of the Province of Quebec (1 out and 1 in, in each case).

As mentioned earlier, the number of people in each salary group who are moving (shown above the chart) cannot be compared directly with the plotted line showing the proportion of French-Canadians, due to the small size of the sample. This is because individual employees often move from one salary group to another when they move, and because the number of people indicated as moving is the average of those moving out of, and those moving into, the various regions. The disparity between the two series is not as acute in charts relating to firms of other ownership-location types.

CHART 1.4.0.0
EMPLOYEE MOBILITY

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

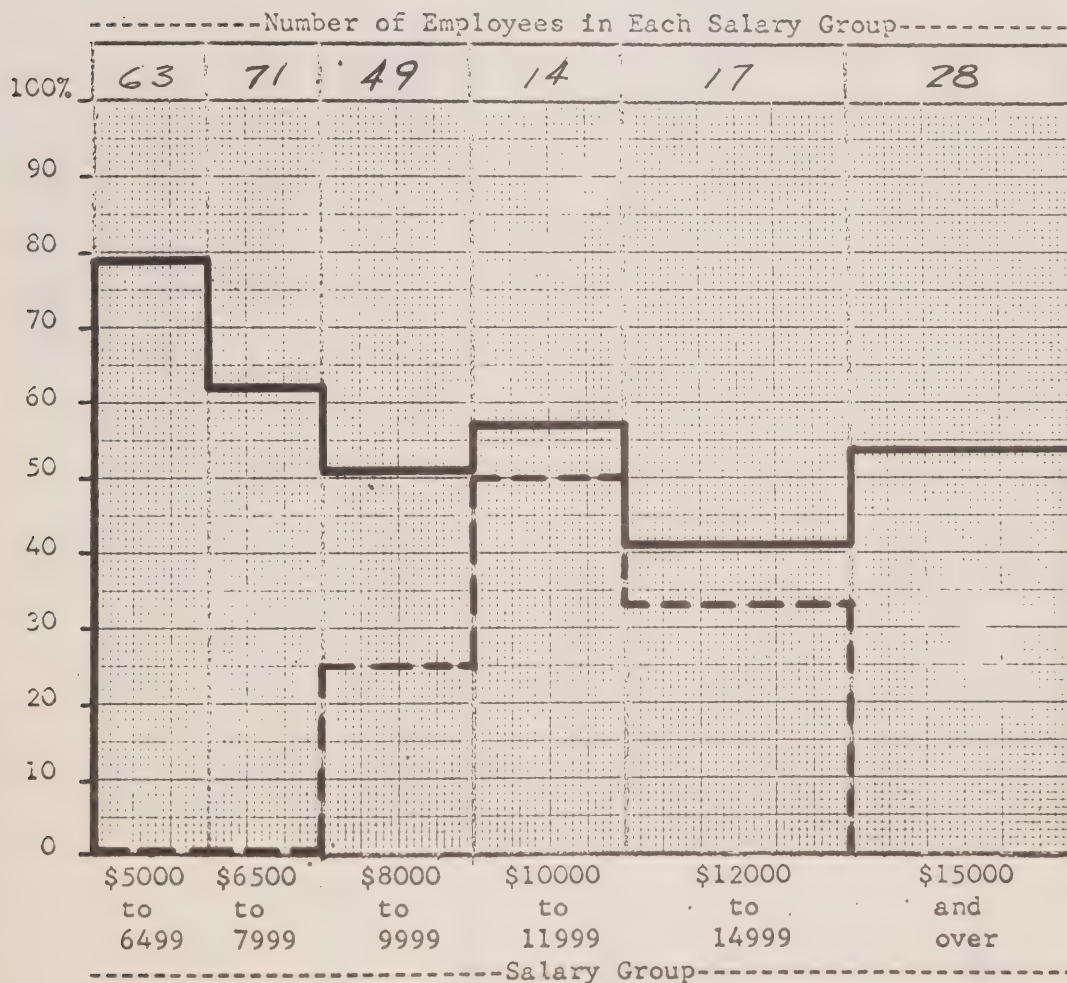
- Bar Chart shows per cent French-speaking.

Solid Line - total employment.

Dotted Line - employees moved during 12 months ending 30 June '64.

-----Employees Moved In Each Salary Group-----

3	1	2	3	1	-
---	---	---	---	---	---



Sample TOTAL

Ownership - Location FOR FRQ

Number of Firms 3

Total Number of Employees 242

Region ALL

(10 MOVED)

Function ALL

TABLE 3.2.3.4

(Large Firms)

INTER-REGIONAL MOBILITY
Employees Earning \$ 5,000 Per Annum And Over

OWNER-SHIP-LOCATION TYPE: ForFrQ
FUNCTION: All

S O U R C E	Mother Tongue	D E S T I N A T I O N					TOTAL OUT
		Metropolitan Montreal	Quebec Excl. Montreal	Atlantic Provinces	Ontario	4 Western Provinces	
Metropolitan Montreal	E F	- 1 1	- 1 1		1 - 1	1 - 1	2 1 3
Quebec excl. Montreal	E F	- 1 1					- 1 1
Atlantic Provinces	E F						
Ontario	E F	2 - 2					2 - 2
4 Western Provinces	E F	1 - 1			1 - 1	1 - 1	3 - 3
Elsewhere	E F	1 - 1					1 - 1
TOTAL IN	E F	4 1 5	- 1 1		2 - 2	2 - 2	8 2 10

CHART 1.5.0.0 (UKQ Firms)

The mobility rate in UKQ firms is about as high as in ECQ firms (2.9 per cent of total current employment) and proportion of French-Canadians among those moving is very nearly the same as in total salaried employment in the middle salary groups. It is somewhat lower in the first two salary groups, and it falls to zero for people earning over \$ 15,000 per annum.

As shown in Table 3.2.3.5, of the 12 French-Canadians who moved, 11 moved between regions in Quebec, with Montreal showing a net loss of four (9 out, 5 in) and Other Quebec a net gain of four (2 out, 6 in). One French-Canadian moved out of Ontario, and more moved in. Movement of English-speaking employees was balanced in Montreal (13 out, 13 in), while there was a net gain of six in other parts of Quebec (1 out, 7 in). Ten English-Canadians moved out of Ontario, with three each going to Montreal, Other Quebec and the four Western Provinces, while the five who moved into Ontario came from each of the five regions in Canada. There were no movements to or from areas outside of Canada.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.5
EMPLOYEE MOBILITY

CHART 1.5.0.0
EMPLOYEE MOBILITY

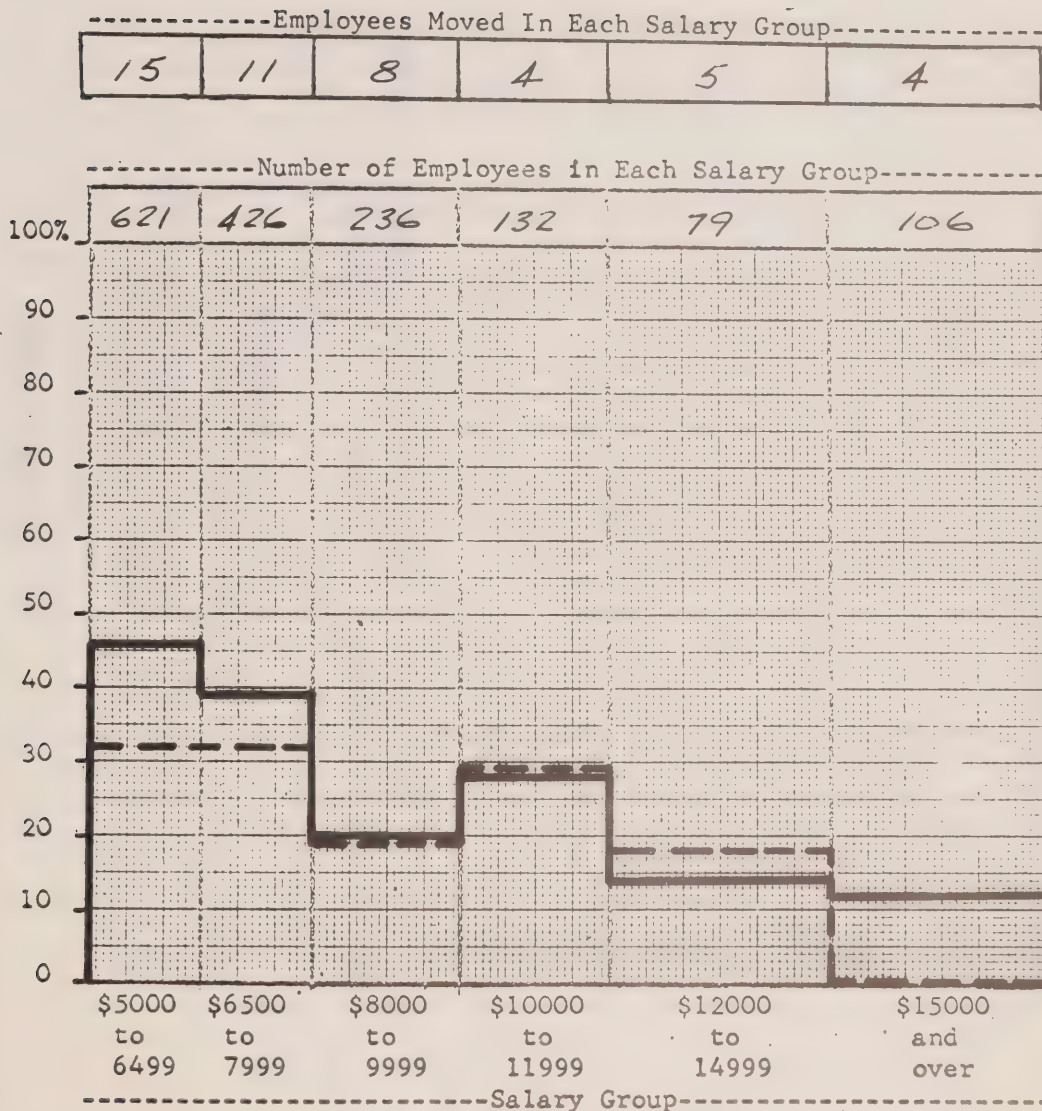
Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment.

Dotted Line - employees moved during 12 months ending 30 June/64.



Sample TOTAL

Ownership - Location UKQ

Number of Firms 4

Total Number of Employees 1600
(47 MOVED)

Region ALL

Function ALL

TABLE 3.2.3.5

(Large Firms)

INTER-REGIONAL MOBILITY
Employees Earning \$ 5,000 Per Annum And Over

OWNERSHIP-LOCATION TYPE: UKQ
FUNCTION: A11

S O U R C E	Mother Tongue	D E S T I N A T I O N					TOTAL OUT
		Metropolitan Montreal	Quebec Excl. Montreal	Atlantic Provinces	Ontario	4 Western Provinces	Elsewhere
Metropolitan Montreal	E F	8 $\frac{4}{12}$	3 $\frac{4}{7}$	1 $\frac{-}{1}$	1 $\frac{-}{1}$	- $\frac{1}{1}$	13 $\frac{9}{22}$
Quebec excl. Montreal	E F	- $\frac{1}{1}$	- $\frac{1}{1}$		1 $\frac{-}{1}$		1 $\frac{2}{3}$
Atlantic Provinces	E F				1 $\frac{-}{1}$		1 $\frac{-}{1}$
Ontario	E F	3 $\frac{-}{3}$	3 $\frac{1}{4}$		1 $\frac{-}{1}$	3 $\frac{-}{3}$	10 $\frac{1}{11}$
4 Western Provinces	E F	2 $\frac{-}{2}$	1 $\frac{-}{1}$		1 $\frac{-}{1}$	6 $\frac{-}{6}$	10 $\frac{-}{10}$
Elsewhere	E F						
TOTAL IN	E F	13 $\frac{5}{18}$	7 $\frac{6}{13}$	1 $\frac{-}{1}$	5 $\frac{-}{5}$	9 $\frac{1}{10}$	35 $\frac{12}{47}$

CHART 1.6.0.0 (USQ Firms)

The mobility rate of USQ firms is very low, amounting to only 0.6 per cent of total current salaried employment. As Chart 1.6.0.0 shows, only a very slight hump is observable in the mobility curve, and French-Canadians are under-represented in movements in all salary groups.

It will be seen from Table 3.2.3.6 that nearly half of all movements affected the four Western Provinces. Of the 11 people moving away from locations in that region (all English-speaking), three went to Montreal, four to Ontario and four to other locations in the West. Two French-speaking employees moved into the Montreal area, one each from Ontario and Other Quebec and one French-Canadian moved from Montreal to elsewhere in Quebec.

CHART 1.6.0.0
EMPLOYEE MOBILITY

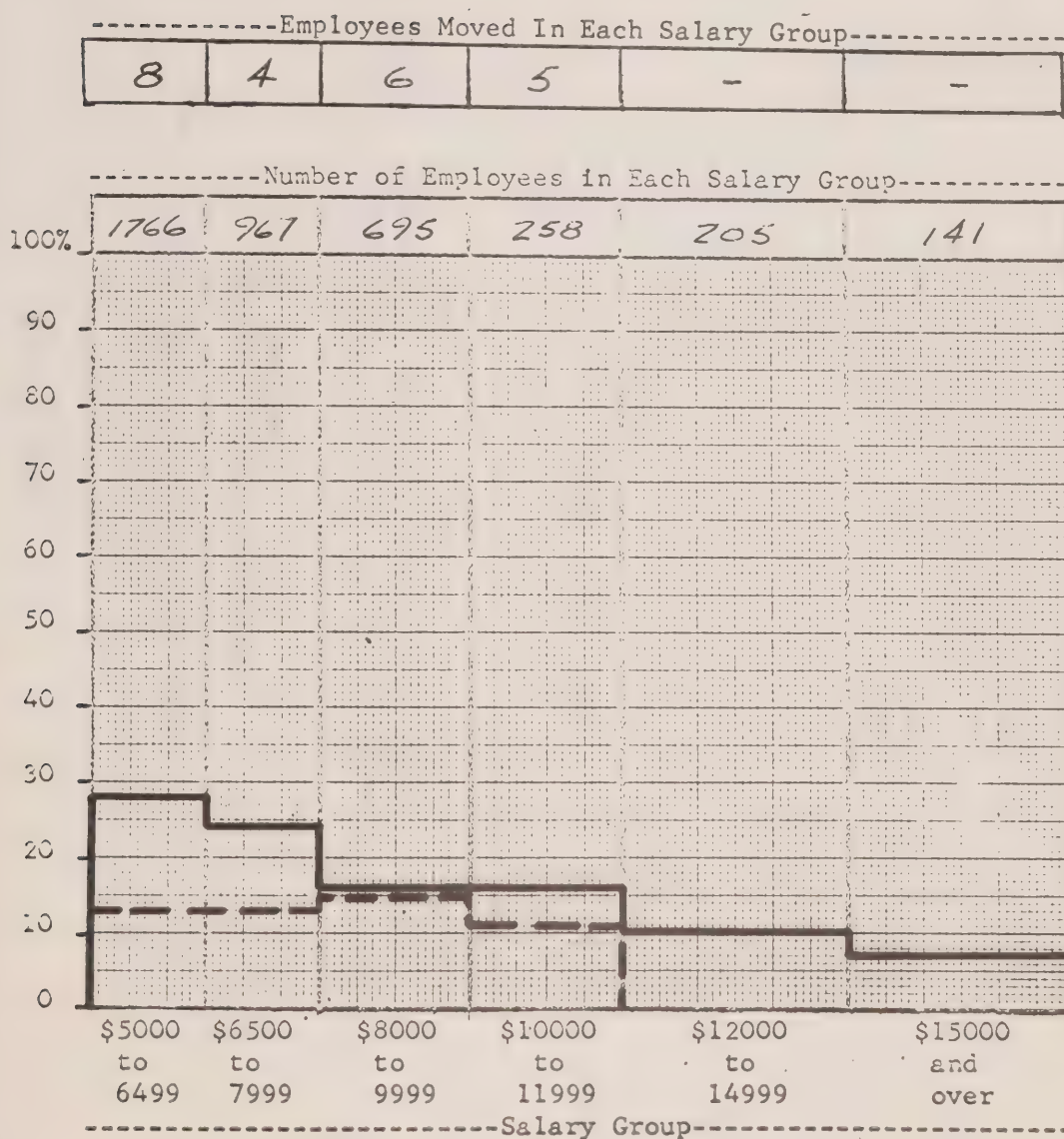
Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

- Bar Chart shows per cent French-speaking.

Solid Line - total employment.

Dotted Line - employees moved during 12 months ending 30 June '64.



Sample TOTAL

Ownership - Location USQ

Number of Firms 5 Total Number of Employees 4032

Region ALL (23 MOVED)

Function ALL

TABLE 3.2.3.6

(Large Firms)

INTER-REGIONAL MOBILITY
Employees Earning \$ 5,000 Per Annum And Over

OWNERSHIP-LOCATION TYPE: USQ
FUNCTION: All

S O U R C E	Mother Tongue	D E S T I N A T I O N					TOTAL OUT
		Metropolitan Montreal	Quebec Excl. Montreal	Atlantic Provinces	Ontario	4 Western Provinces	Elsewhere
Metropolitan Montreal	E F		1 <u>1</u>		1 <u>1</u> 2		2 <u>1</u> 3
Quebec excl. Montreal	E F	- <u>1</u> 1					- <u>1</u> 1
Atlantic Provinces	E F						
Ontario	E F	3 <u>1</u> 4			1 <u>1</u>	2 <u>2</u>	7 <u>1</u> 8
4 Western Provinces	E F	3 <u>3</u>			4 <u>4</u>	4 <u>4</u>	11 <u>11</u>
Elsewhere	E F						
TOTAL IN	E F	6 <u>2</u> 8	1 <u>1</u>		6 <u>1</u> 7	6 <u>6</u>	20 <u>3</u> 23

CHART 1.7.0.0 (USC Firms)

The mobility rate among USC firms is relatively high (39 out of 1,609, or 2.4 per cent) and the proportion of French-Canadians among those moving is highest of any ownership-location type, at nearly 31 per cent. Chart 1.7.0.0 shows that all movement by French-Canadians involved people in the first three salary groups, and the mobility line is well above datum at this end of the scale. It drops to zero, however, for people earning over \$ 10,000 per annum. It can be supposed that young French-Canadians who choose to work for firms having their head offices outside of Quebec would know beforehand that they would be expected to move to jobs in various locations, and they are likely to be among those who are more willing to move. As Table 3.2.3.7 indicates, of the 12 French-Canadians moving, four moved to locations in Ontario, one to the Atlantic Provinces, five to the Montreal area and two to other parts of Quebec.

There was a pronounced migration towards Ontario in USC firms, with 19 of 39 moves being into that region. Of the 15 English-Canadians involved, five came from Montreal, four from Other Quebec and four from the Western Provinces. Overall, Ontario had a net gain of six English-speaking (9 out, 15 in) and one French-speaking person (3 out, 4 in). Montreal had a net loss of four English-Canadians (5 out, 1 in), while French-Canadian movement was balanced (5 out, 5 in). In the rest of Quebec, there was a net loss of one French-Canadian (3 out, 2 in) and a net loss of four English-Canadians, as none moved in.

CHART 1.7.0.0
EMPLOYEE MOBILITY

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

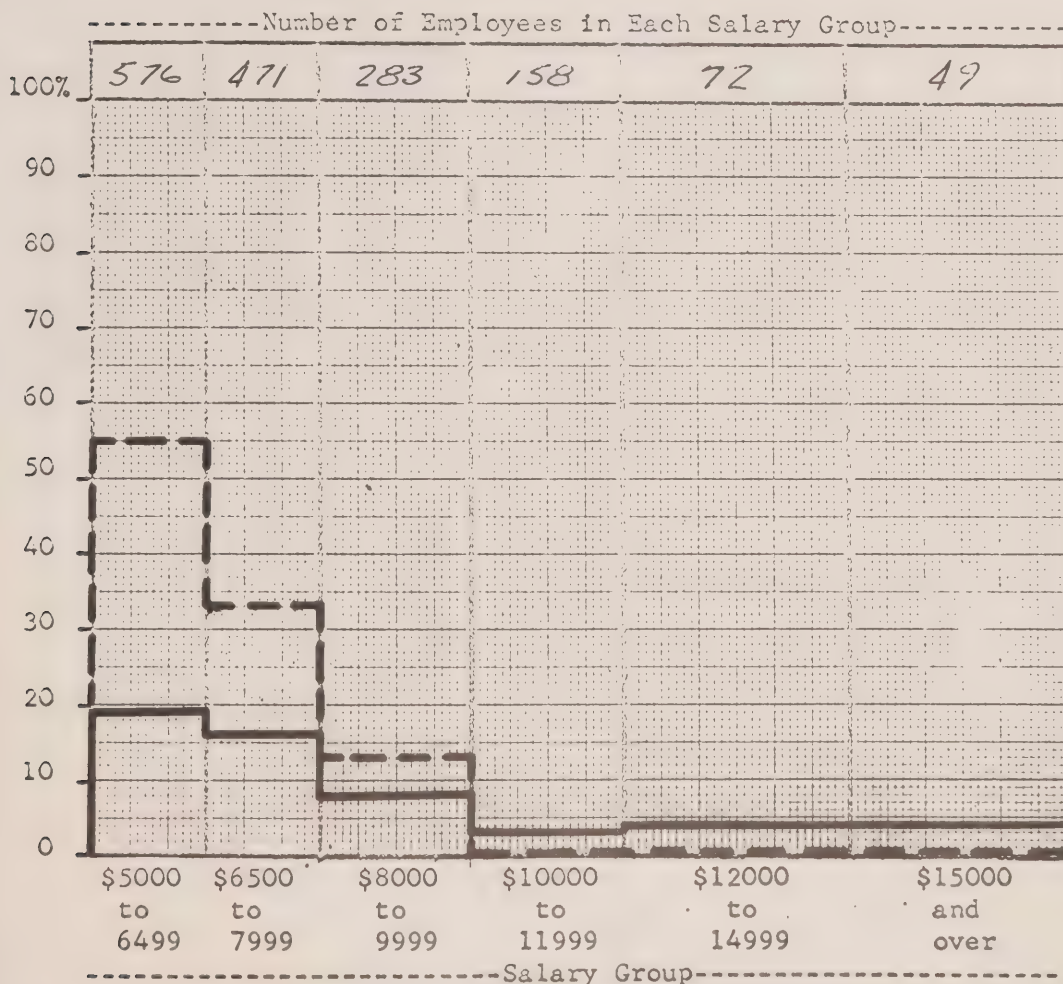
- Bar Chart shows per cent French-speaking.

Solid Line - total employment.

Dotted Line - employees moved during 12 months ending 30 June '64.

-----Employees Moved In Each Salary Group-----

16	6	8	5	3	1
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Sample TOTAL

Ownership - Location USC

Number of Firms 2 Total Number of Employees 1609

Region ALL (39 MOVED)

Function ALL

3.2.3.2 Differences in Mobility Due to Function

Differences in patterns of mobility which may arise from the functional area in which people are employed are examined in the following set of charts and tables. Because the numbers are small, only the three largest functional areas (Manufacturing, Marketing and Engineering and Research & Development) are considered.

CHART 1.0.0.1 (Manufacturing)

The mobility rate in Manufacturing, at 1.7 per cent, is slightly lower than for the sample as a whole (2.1 per cent), and the proportion of French-Canadians among those moving is also below average (19.7% vs 22.6%). However, the "hump" in the mobility curve is clearly evident, indicating that French-Canadians in the middle salary groups are more mobile than French-Canadians at other salary levels, and they are involved in more moves than English-Canadians in the same middle salary groups.

Table 3.2.3.0.1 shows that 20 of 23 moves involving French-Canadians were made within Quebec, and that, of these, 10 were made between locations in Quebec outside of Montreal. In the Montreal area, movements of French-Canadians were in balance (6 out, 6 in), and there was a net gain of one English-Canadian (21 out, 22 in). There was a net loss of five English-Canadians in other parts of Quebec (18 out, 13 in), while movements of French-Canadians were in balance (14 out, 14 in). A total of 14 English-Canadians (8 from Montreal) moved from locations in Quebec to Ontario, and 10 moved in the opposite direction (6 to Montreal). In general, there seems to be a slight trend towards an increase in the proportion of French-Canadians in plant management in Quebec outside of Montreal, but this is due principally to a net outward movement of English-Canadians, as movement of French-Canadians was in balance.

CHART 1.0.0.1
EMPLOYEE MOBILITY

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

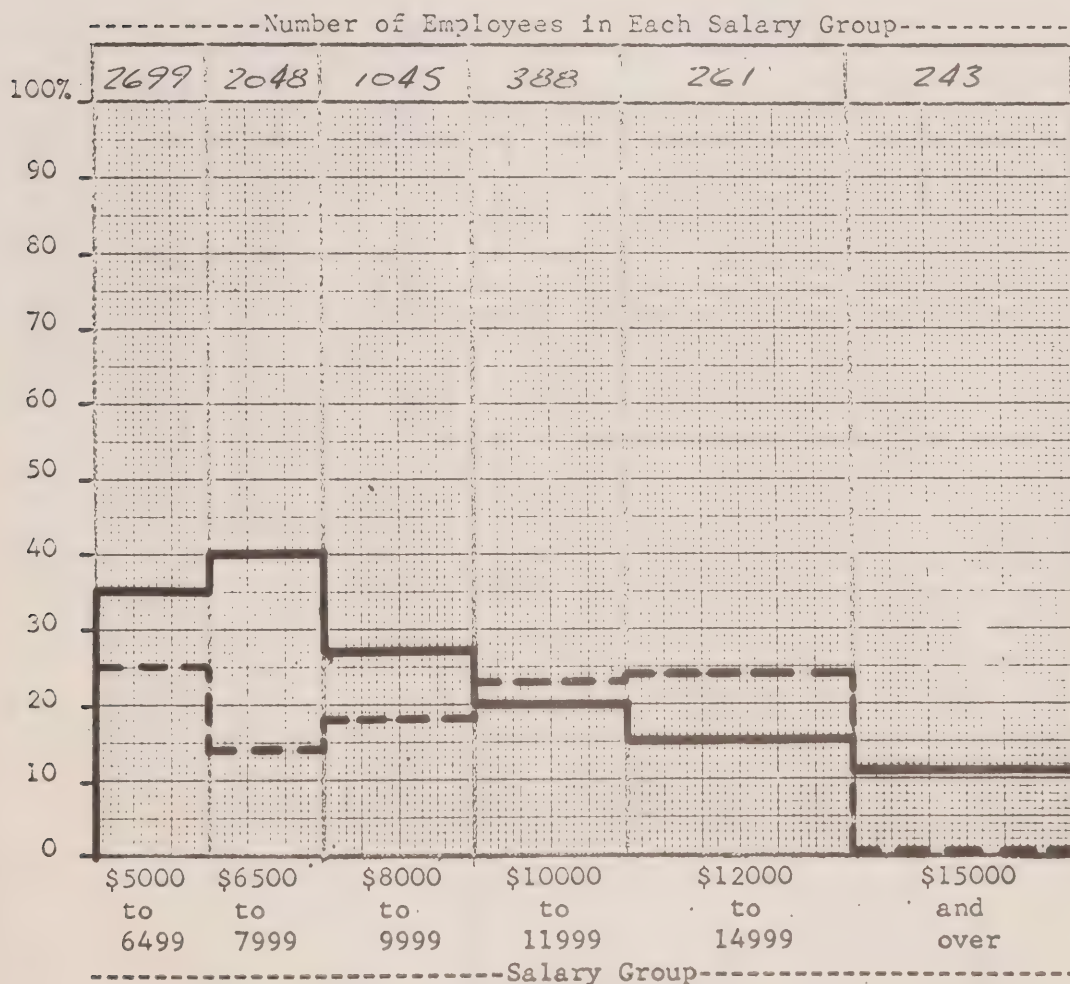
- Bar Chart shows per cent French-speaking.

Solid Line - total employment.

Dotted Line - employees moved during 12 months ending 30 June/64.

-----Employees Moved In Each Salary Group-----

38	14	30	13	11	9
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Sample TOTAL

Ownership - Location ALL

Number of Firms 34

Total Number of Employees 6684

Region ALL

(115 MOVED)

Function MANUFACTURING

TABLE 3.2.3.0.1

(34 Large Firms)

INTER-REGIONAL MOBILITY
Employees Earning \$ 5,000 Per Annum And Over

OWNERSHIP-LOCATION TYPE: All
FUNCTION: Manufacturing

S O U R C E	Mother Tongue	D E S T I N A T I O N						TOTAL OUT
		Metropolitan Montreal	Quebec Excl. Montreal	Atlantic Provinces	Ontario	4 Western Provinces	Elsewhere	
Metropolitan Montreal	E	5	5		8	2	1	21
	F	$\frac{1}{6}$	$\frac{2}{8}$		$\frac{1}{9}$	$\frac{1}{3}$	$\frac{1}{1}$	$\frac{6}{27}$
Quebec excl. Montreal	E	5	4		6	3		18
	F	$\frac{4}{9}$	$\frac{10}{14}$		$\frac{1}{6}$	$\frac{1}{3}$		$\frac{14}{32}$
Atlantic Provinces	E	1						1
	F	$\frac{1}{1}$						$\frac{1}{1}$
Ontario	E	6	4	2	21	2	3	38
	F	$\frac{1}{7}$	$\frac{1}{4}$	$\frac{1}{2}$	$\frac{1}{21}$	$\frac{1}{3}$	$\frac{1}{3}$	$\frac{2}{40}$
4 Western Provinces	E	5	-	1	4	6		16
	F	$\frac{1}{5}$	$\frac{1}{1}$	$\frac{1}{1}$	$\frac{1}{4}$	$\frac{1}{6}$		$\frac{1}{17}$
Elsewhere	E							
	F							
TOTAL IN	E	22	13	3	39	13	4	94
	F	$\frac{6}{28}$	$\frac{14}{27}$	$\frac{1}{3}$	$\frac{1}{40}$	$\frac{2}{15}$	$\frac{1}{4}$	$\frac{23}{117}$

CHART 1.0.0.2 (Marketing)

Having in mind the nature of the work in the Marketing function, and the importance of adjusting to environmental conditions, one might expect to find here a high mobility rate and, in particular, noticeable evidence of transfer of French-Canadians to French-speaking regions.

In fact, the mobility rate in Marketing, at 3.2 per cent, is well above the average rate of 2.1 per cent, but the proportion of French-Canadians among those moving is slightly less than average (21.0 per cent vs 22.6 per cent). As Chart 1.0.0.2 shows the mobility line lies below the datum in all salary groups but one, indicating that the percentage of French-Canadians moving is less than their representation in salaried staff as a whole. The "hump" is barely apparent.

Table 3.2.3.0.2 shows that there was a relatively large net gain of 10 people in Quebec outside of Montreal (20 in, 10 out), but this was made up of a net gain of seven English-speaking people (8 in, 1 out) and three French-speaking (12 in, 9 out). Movement in the Montreal region was balanced overall (39 out, 39 in), with a net gain of five English-Canadians (28 in, 23 out) and a net loss of five French-Canadians (11 in, 16 out). In Ontario, on the other hand, there was a net loss of six English-Canadians (40 in, 46 out) and a net gain of two French-Canadians (6 in, 4 out). Net losses also occurred in the Atlantic Provinces and the four Western Provinces, but movement of French-Canadians in these regions (one each) was balanced. On nearly every count, therefore, the figures contradict what we had expected.

CHART 1.0.0-2
EMPLOYEE MOBILITY

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

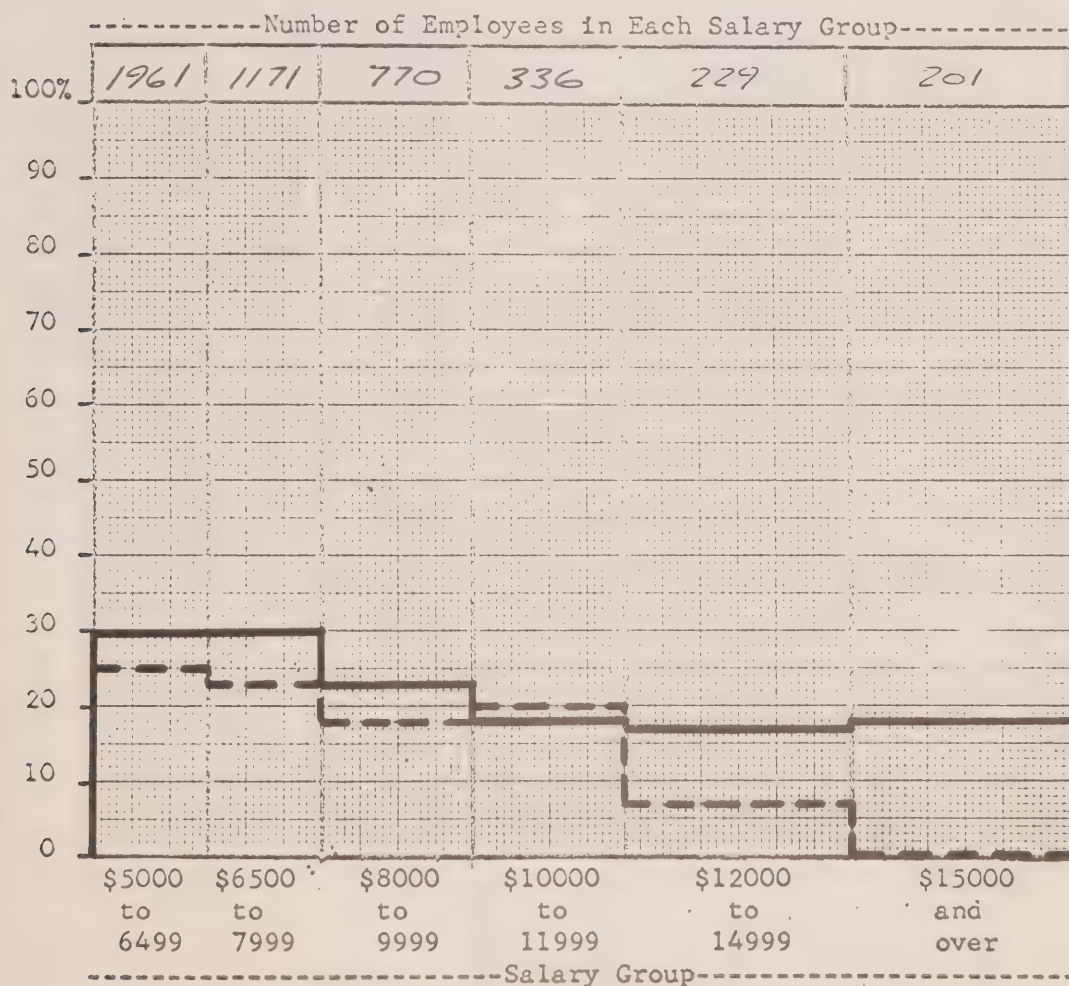
- Bar Chart shows per cent French-speaking.

Solid Line - total employment.

Dotted Line - employees moved during 12 months ending 30 June/64.

-----Employees Moved In Each Salary Group-----

50	31	30	25	7	4
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Sample TOTAL

Ownership - Location ALL

Number of Firms 34 Total Number of Employees 4668

Region ALL (147 MOVED)

Function MARKETING

TABLE 3.2.3.0.2

(34 Large Firms)

INTER-REGIONAL MOBILITY

Employees Earning \$ 5,000 Per Annum And Over

OWNERSHIP-LOCATION TYPE: A11

FUNCTION: Marketing

S O U R C E	Mother Tongue	D E S T I N A T I O N					TOTAL OUT
		Metropolitan Montreal	Quebec Excl. Montreal	Atlantic Provinces	Ontario	4 Western Provinces	Elsewhere
Metropolitan Montreal	E	-	4	4	11	4	23
	F	2	8	1	4	1	16
		2	12	5	15	5	39
Quebec excl. Montreal	E	1	-	-	-	-	1
	F	5	3	-	1	-	9
		6	3	-	1	-	10
Atlantic Provinces	E	2	2	2	3	-	9
	F	1	-	-	-	-	1
		3	2	2	3	-	10
Ontario	E	17	1	1	13	10	46
	F	3	-	-	1	-	4
		20	1	1	14	10	50
4 Western Provinces	E	8	1	-	12	15	36
	F	-	1	-	-	-	1
		8	2	-	12	15	37
Elsewhere	E	-	-	-	1	1	2
	F	-	-	-	-	-	-
		-	-	-	1	1	2
TOTAL IN	E	28	8	7	40	30	117
	F	11	12	1	6	1	31
		39	20	8	46	31	148

CHART 1.0.0.4 (Engineering and Research & Development)

Although the rate of mobility in Engineering and Research & Development is low (less than one per cent), the proportion of French-Canadians moving is higher than in either of the other two functional areas considered earlier, and it is above the overall average as well (25.8 per cent vs 22.6 per cent). The numbers are small, however, and it is difficult to generalize.

The percentage of French-Canadians among those moving is greater than in total salaried employment in the lowest salary group and at mid-range. These two salary groups comprise about half of all people moving.

Table 3.2.3.0.4 shows that movements were generally balanced regionally, with perhaps a slight draft from Ontario to Quebec. In Montreal, there was a net gain of three English-Canadians (4 out, 7 in) and a net loss of one French-Canadian (2 out, 1 in). In other areas of Quebec, there was a net loss of one English-Canadian (6 out, 5 in) and a net gain of two French-Canadians (4 out, 6 in). One French-Canadian moved from Ontario to Other Quebec and none moved in. One French-Canadian moved from the Western Provinces to Other Quebec and one moved in the opposite direction. In general, there seems to be no trend which would change the proportions of French- and English-Canadians working in the various regions.

CHART 1.0.0.4
EMPLOYEE MOBILITY

Employees Earning \$ 5,000 p.a. and Over

1. Breakdown of Employees by Mother Tongue and Salary Group:

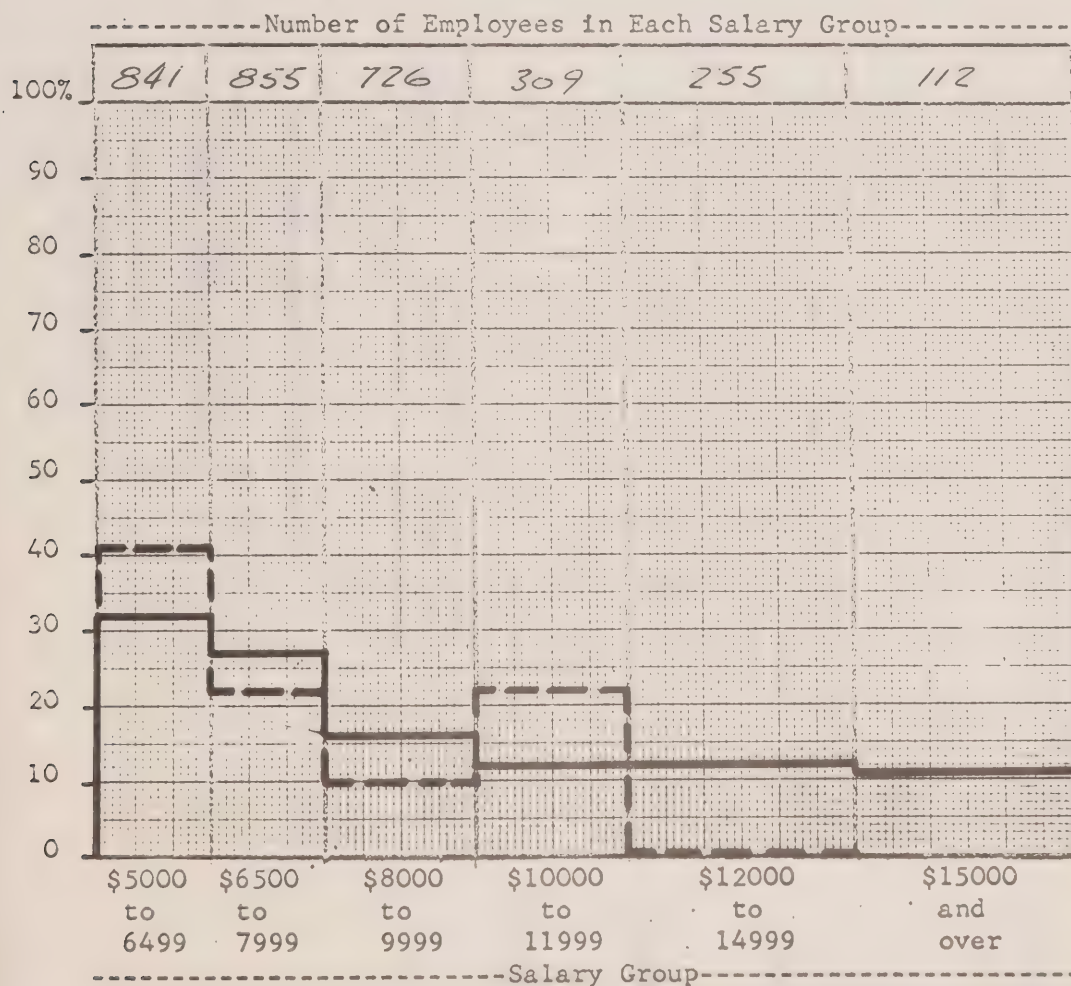
- Bar Chart shows per cent French-speaking.

Solid Line - total employment.

Dotted Line - employees moved during 12 months ending 30 June '64.

-----Employees Moved In Each Salary Group-----

8	12	5	4	1	-
---	----	---	---	---	---



Sample TOTAL

Ownership - Location ALL

Number of Firms 34 Total Number of Employees 3098

Region ALL (30 MOVED)

Function ENGINEERING + R&D

TABLE 3.2.3.0.4

(34 Large Firms)

INTER-REGIONAL MOBILITY

Employees Earning \$ 5,000 Per Annum And Over

OWNERSHIP-LOCATION TYPE: All**FUNCTION:** Engineering and Research & Development

S O U R C E	Mother Tongue	D E S T I N A T I O N						TOTAL OUT
		Metropolitan Montreal	Excl. Montreal	Quebec Atlantic Provinces	Ontario	4 Western Provinces	Elsewhere	
Metropolitan Montreal	E	2	1		1	-		4
	F	- 2	1 2		- 1	1 1		2 6
Quebec excl. Montreal	E	1	3		1	1		6
	F	1 2	3 6		- 1	- 1		4 10
Atlantic Provinces	E	1		1				2
	F	- 1		- 1				- 2
Ontario	E	2	1		4	1	1	9
	F	- 2	1 2		- 4	- 1	- 1	1 10
4 Western Provinces	E	1	-					1
	F	- 1	1 1					1 2
Elsewhere	E				1			1
	F				- 1			- 1
TOTAL IN	E	7	5	1	7	2	1	23
	F	1 8	6 11	- 1	- 7	1 3	- 1	8 31

3.2.3.3 Mobility Within Bilingual - Bicultural Regions

It was mentioned earlier that there may be some institutional and environmental factors in regions of Canada outside of Quebec which would discourage a French-Canadian from moving to jobs in such locations. The tables in the previous section indicated that some movement of French-Canadians outside of Quebec does occur, but the number of cases is very small. The total number of cases of French-Canadians moving was 90, and of these, 77 involved moves to locations in the Province of Quebec.

Beyond this, however, is the question whether French-Canadians are less willing to move than English-Canadians even when institutional factors, such as the availability of French-language schools for their children, are not a problem. A rough answer can be obtained by considering only moves into locations in the Province of Quebec. This would include all moves by employees of Regional firms, and only those moves by employees of National firms which involve the regions of Montreal and Other Quebec. Table 3.2.3.8 shows the data on such moves, together with data on total movement to all regions by employees of National firms, for purposes of comparison. Overall totals are also shown.

The proportion of French-Canadians among those moving into locations in the Province of Quebec is well above the overall average in Montreal firms as well as in Regional firms. However, this could be expected, since the proportion of French-Canadians in the total workforce is higher in Quebec than elsewhere. A better measure is mobility rate, which is the number of employees moving expressed as a percentage of total employment. With this measure, differing proportions of representation cancel out.

TABLE 3.2.3.8

(34 Large Firms)

EMPLOYEE MOBILITY IN REGIONAL & NATIONAL FIRMS
(Employees Earning \$ 5,000 Per Annum and Over)

	Regional Firms	National Firms		All Firms All Regions
		All Regions	Montreal & Other Quebec Only	
Employees Moved	E	277	91	309
	F	66	54	90
	T	343	145	399
Total Employees	E	10,309	2,967	13,160
	F	4,114	3,846	5,779
	T	14,423	6,813	18,939
Mobility Rate (= Empl. Moved/Total)	E	2.7 %	3.1 %	2.4 %
	F	1.6 %	1.4 %	1.6 %
	T	2.4 %	2.1 %	2.1 %

The overall mobility rate is 2.1 per cent, and the mobility rate between all regions for French-Canadians is about three-quarters of this (1.6 per cent).

Interestingly, the mobility rate for French-Canadians within Quebec is slightly lower still, at 1.4 per cent for both Regional and National firms. In Regional firms, however, mobility of English-speaking employees is less than that for French-speaking (1.1% vs 1.4%), no doubt due to the fact that FCQ and ForFrQ firms constitute a significantly large part of this group, and many English-speaking people are employed at head offices, rather than at various locations in the province. The opposite is true for movements within Quebec by employees of National firms (many of which have their head offices located outside of Quebec). Here, the mobility rate for English-Canadians is over twice as great as for French-Canadians (3.1% vs 1.4%). The mobility rate for English-Canadians in Quebec, taking both National firms and Regional firms together, is 2.1 per cent - slightly less than in the average in all regions (2.4 per cent). Thus, both English- and French-speaking employees tend to move less in Quebec than elsewhere, though English-speaking people move at one and one-half times the rate of their French-speaking colleagues.

3.2.3.4 Effect of Age, Marital Status and Family Size

Table 3.2.3.9, below, gives the distribution by age, marital status and family size of both English- and French-Canadians involved in moves between all regions.

TABLE 3.2.3.9
DISTRIBUTION OF RELOCATED EMPLOYEES
BY AGE, MARITAL STATUS AND FAMILY SIZE

	-----A G E-----							
	<u>20-24</u>	<u>25-29</u>	<u>30-34</u>	<u>35-39</u>	<u>40-49</u>	<u>50 & Over</u>	<u>Not Known</u>	<u>TOTAL</u>
<u>FRENCH-SPEAKING EMPLOYEES</u>								
Single	5	4	3	1	-	-	2	15
Married, no children	3	7	1	1	4	1	2	19
Married, with children	1	7	15	11	12	7	1	54
Ave. No. of Children	2.0	1.7	2.2	2.3	3.2	2.0	2.0	2.3
TOTAL ¹	9	18	19	13	16	8	7	90
<u>ENGLISH-SPEAKING EMPLOYEES</u>								
Single	3	15	7	3	1	1	15	45
Married, no children	2	14	6	4	7	7	19	59
Married, with children	-	20	40	45	46	22	18	191
Ave. No. of Children	0.0	1.7	2.2	2.7	2.5	3.1	2.3	2.5
TOTAL ¹	5	50	53	52	55	30	64	309

(1) In a few cases, the sum of the figures in a column is not equal to the total shown, due to lack of information regarding marital status.

The distribution relating to Total movement is quite flat in mid-range for both French- and English-speaking employees, with barely significant modal points occurring in both cases at ages 30 - 34 and 40 - 49. In both cases, also, movement of employees fifty years of age and over accounts for nearly ten per cent of the total. It is in the lower age groups that differences begin to become apparent, as movement of French-Canadians between the ages of 20 and 24 account for ten per cent of all moves, while for English-Canadians the proportion is only 1.6 per cent. This may be due in part to a changing attitude toward mobility among younger French-Canadians, but we note also that this is the age at which a smaller proportion of men are married. Their children, if they have any, are probably young enough that schooling is not yet a problem. The main conclusion that emerges from a comparison of these two distributions, however, is not the difference in this relatively small area, but the overall similarity. The percentage of single men among French-Canadians who are moving is only slightly greater than among English-Canadians, although the number of men without children is proportionately higher among French-Canadians (49% vs 34%). Those French-Canadians with children who do move tend to have slightly smaller families than English-Canadians (2.3 children, on average, against 2.5), and we would guess that this is a smaller family size than the average for French-Canadians at equivalent levels of income. The tendency, among those people who move, for English-Canadians to have slightly larger families than French-Canadians is observable in every region, including Quebec outside of Montreal, where average family sizes are 2.9 and 2.5, respectively.

In seeking information on mobility, we asked for data on religion, as well as mother tongue, of employees who were being relocated. Most firms replied that they are prohibited by law from obtaining such information from a person before he is hired, and that they make it a policy not to record an employee's religion afterward. It is not possible, therefore, to test the significance of this factor on mobility. From the information we did receive, we conclude that nearly all French-speaking people involved in moves are Roman Catholic, but that their patterns of mobility can be explained thoroughly enough by other factors. In the case of English-speaking employees, no correlation is observable between religion and movement into or out of any particular region.

3.3 DIRECTORSHIP PRACTICES

In most companies, the board of directors must concern itself with the formulation or approval of corporate policies and with the company's "image," as well as its financial status. This would include, in the current context, maintenance of a watching brief to ensure that the company remains aware of, and in step with, changing patterns of social attitudes and expectations in Quebec and the rest of Canada. We learned during our interviews, for example, that in a number of companies where the language of ownership is English, French-Canadian directors are relied upon to keep their colleagues informed on general conditions in French Canada, and the reaction of French-Canadians to company policies and practices. No doubt this role is undertaken in addition to, and not instead of, the normal functions of these men as directors, but it was mentioned to us specifically, in view of the nature of the present study.

In order to judge the possible effectiveness of these "interpreters of French Canada," as well as to test the degree to which French-Canadians are represented in the directorships of large manufacturing firms in Canada, we have collected data on the mother tongue of directors of 42 companies in our sample. The results, broken down by ownership-location type and scope of operations of sample firms, are shown in Tables 3.3.1 and 3.3.2.

Since some men hold directorships in more than one firm, the figures relate to the number of directorships, not the number of men, because at this stage, attention is being focussed on the firms and not on individuals. Data on individuals, designed to show the extent to which

the same men reappear on boards of various companies, is presented in subsequent tables. In total, our sample comprises 501 directorships, held by 453 men.

3.3.1 Directorships

As Table 3.3.1 shows, 122 of 501 directorships, or 24 per cent, are held by French-Canadians. The largest single number of these (56) is to be found in FCQ firms. A further 16 French-language directorships are in ForFrQ firms, but of these, seven are not French-Canadians. The second largest number of French-language directorships (33) are in ECQ firms, where the proportion of French-speaking to total is nearly one in five. This is about the same as the proportion of English-speaking directorships in FCQ firms (14 out of 70). The number of directorships held by French-Canadians in USQ firms is 11, or one-eighth of the total. However, 28 of the 77 English-speaking directors are United States citizens, and if this number is subtracted from the "English-speaking" total, the ratio of French-Canadians to English-Canadians is once more about one in five.

Among Regional firms, for which the French-Canadian influence in the environment is relatively more important, the proportion of directorships held by French-speaking people is noticeably higher, at 39 per cent. For National firms, the proportion is 16.5 per cent. The effect of the scope of operations appears to have its greatest influence on FCQ firms, among which the proportion of directorships held by English-speaking people rises from 14 per cent for Regional firms to 50 per cent for National firms. Interestingly, the practice of ECQ firms is op-

posite to what might be expected: the proportion of directorships held by French-Canadians is higher in National firms (21.8 per cent) than in Regional firms (13.6 per cent).

TABLE 3.3.1
(42 Large Firms)
DISTRIBUTION OF DIRECTORSHIPS

<u>Ownership-Location</u>	<u>Mother Tongue of Men Holding Directorships</u>			
	<u>English</u>	<u>French</u>	<u>Other</u>	<u>Total</u>
REGIONAL FIRMS				
FCQ	8	50	-	58
ECQ	51	8	-	59
ECC	-	-	-	-
ForFrQ	6	5	3	14
UKQ	14	1	-	15
USQ	24	4	-	28
USC	-	-	-	-
TOTAL	103	68	3	174
NATIONAL FIRMS				
FCQ	6	6	-	12
ECQ	90	25	-	115
ECC	32	1	1	34
ForFrQ	8	11	5	24
UKQ	32	1	-	33
USQ	53	7	-	60
USC	46	3	-	49
TOTAL	267	54	6	327
ALL FIRMS				
FCQ	14	56	-	70
ECQ	141	33	-	174
ECC	32	1	1	34
ForFrQ	14	16	8	38
UKQ	46	2	-	48
USQ	77	11	-	88
USC	46	3	-	49
TOTAL	370	122	9	501

3.3.2 Directors

Turning now to an analysis of the 453 directors in the sample and an examination of the directorships which they hold in firms of various ownership-location types, we might investigate the extent to which multiple directorships link firms together. In particular, we might look for an answer to the question of whether the proportion of directorships held by French-Canadians is really less than it appears to be, due to the fact that a relatively small number of French-Canadians are each being counted several times over.

Table 3.3.2 shows, in the two left-hand columns, the distribution of men by the number of directorships which they hold. The remaining columns (to the right) show the distribution of directorships by ownership-location type, and the totals of these columns correspond to the number of directorships indicated in Table 3.3.1. It is possible, therefore, by reading up each column corresponding to a given ownership-location type, to determine how many of the directors sit only on the boards of companies of that ownership-location type, and how many sit on boards of one, two, three, or more, other companies, as well. The column on the extreme right, headed "Other," shows directorships held in firms not in our sample. Separate tables are given for men whose mother tongue is English, French, or Other.

Looking at the distribution of English- and French-speaking directors in the sample, we note that there is scarcely any difference between them. In both cases, just under half hold only one directorship. (This would include "working boards," in which all directors are executives of the company, actively engaged in management of day-to-day

operations.) Among both French- and English-speaking directors, just over one-third hold five or more directorships. The proportion is very slightly higher among French-Canadians.

There is therefore no evidence here of a greater tendency to concentrate corporate influence in the hands of a few French-Canadians than there is for English-Canadians.

Patterns of behaviour in the election of directors do differ between ownership-location types, however. Although, as noted above, English-Canadians hold about the same proportion of directorships (one-fifth) in FCQ firms as do French-Canadians in ECQ firms, multiple directorships occur more often in ECQ firms. Of the 14 English-Canadians on the boards of FCQ firms, 7 are directors of those companies, only. Of the 33 French-Canadians on the boards of ECQ firms, 24 are also directors of at least four other companies. This tells us more about the characteristics of ECQ firms than about the degree of representation of French-Canadians, for the proportion of English-Canadians holding multiple directorships is almost as high. In other ownership-location types, with head office in Quebec (USQ, UKQ and ForFrQ), although the number of French-Canadian directors is small, we note that about half of them hold single directorships, only - the same proportion as do English-Canadians in FCQ firms. In ECC and USC firms, the number of French-Canadian directors is smaller still, and all cases involve multiple directorships.

MULTIPLE DIRECTORSHIPS

Directorships Held	Number Of Men	Number of Directorships Held							
		FCQ	ECQ	ECC	ForFrQ	UKQ	USQ	USC	Other
ENGLISH-SPEAKING									
1	159 (47.6%)	7	29	16	4	24	53	26	-
2	19 (5.7%)	1	7	1	-	3	3	4	19
3	20 (6.0%)	2	10	-	-	2	2	4	40
4	21 (6.3%)	2	11	-	-	4	3	2	62
5 & Over	115 (34.4%)	2	84	15	10	13	16	10	1,167
TOTAL	334 (73.7%)	14	141	32	14	46	77	46	1,288
FRENCH-SPEAKING									
1	53 (48.3%)	31	8	-	8	1	5	-	-
2	5 (4.5%)	4	-	-	1	-	-	-	5
3	5 (4.5%)	2	1	1	-	-	-	1	10
4	4 (3.6%)	3	-	-	1	-	-	-	12
5 & Over	43 (39.1%)	16	24	-	6	1	6	2	449
TOTAL	110 (24.3%)	56	33	1	16	2	11	3	476
OTHER MOTHER TONGUES									
1	9 (100.0%)	-	-	1	8	-	-	-	-
2	-	-	-	-	-	-	-	-	-
3	-	-	-	-	-	-	-	-	-
4	-	-	-	-	-	-	-	-	-
5 & Over	-	-	-	-	-	-	-	-	-
TOTAL	9 (2.0%)	-	-	1	8	-	-	-	-
TOTAL									
1	221 (48.8%)	38	37	17	20	25	58	26	-
2	24 (5.3%)	5	7	1	1	3	3	4	24
3	25 (5.5%)	4	11	1	-	2	2	5	50
4	25 (5.5%)	5	11	-	1	4	3	2	74
5 & Over	158 (34.9%)	18	108	15	16	14	22	12	1,616
TOTAL	453 (100.0%)	70	174	34	38	48	88	49	1,764

3.4 EXECUTIVE OFFICERS OF THE CORPORATION

Although in the case of most companies, the board of directors plays a significant role in the formulation and approval of general policy, its influence on day-to-day affairs is usually only indirect. Quite properly, responsibility for interpretation and implementation of corporate policies and practices lies with management. Section 3.2.2 offers an analysis of salaried staff (including management) with respect to mother tongue and bilingual ability, but it may be worth while to take a closer look at senior management (defined here as the top ten executives of each company) and examine the representation of French- and English-speaking people in these positions. Table 3.4.1 summarizes the situation.¹

Data relating to chairmen of the board are listed only if these men are not also president (and if the position, in fact, exists). Of the 25 chairmen so designated, four are French-speaking, including two board chairmen of nominally English-speaking firms (1 ECQ, 1 USQ).

The columns giving the breakdown by mother tongue of company presidents are more complete, and therefore, more useful. Twelve of the 41 presidents listed (29 per cent) are French-speaking, including the presidents of two firms (1 ECQ, 1 UKQ) where the "language of ownership" is English. There are no English-speaking presidents of FCQ firms, although one of the two Canadian presidents of ForFrQ firms is English-speaking (the remaining two are European).

(1) In addition to the data shown here, information was also collected on the educational qualifications of these men. An analysis of the effect of education on the success patterns of people in Canadian corporate management, by Dr. D. E. Armstrong, is included in Section 2.5 of this report.

TABLE 3.4.1

(41 Large Firms)

DISTRIBUTION OF
EXECUTIVE OFFICERS
BY MOTHER TONGUE

(E = English; F = French; O = Other; T = Total)

Ownership-Location
Type

	CHAIRMAN ¹				PRESIDENT				VICE-PRESIDENTS				OTHER OFFICERS			
	E	F	O	T	E	F	O	T	E	F	O	T	E	F	O	T
FCQ	-	1	-	1	-	7	-	7	1	12	-	13	-	34	-	34
ECQ	8	1	-	9	11	1	-	12	61	7	-	68	39	12	-	51
ECC	2	-	-	2	3	-	-	3	44	-	-	4	11	-	-	11
ForFrQ	-	1	2	3	1	3	-	4	3	1	2	6	6	10	-	16
UKQ	3	-	-	3	5	1	-	6	21	3	-	24	20	11	-	31
USQ	4	1	-	5	6	-	-	6	43	4	-	47	20	-	-	20
USC	2	-	-	2	3	-	-	3	15	-	-	15	13	-	-	13
TOTAL	19	4	2	25	29	12	-	41	148	27	2	177	109	67	-	176

(1) If not also President.

It is not unexpected that the mother tongue of the two most senior officers of sample firms should be biased so heavily in the direction of the "language of ownership." This is at least partly due to the criteria which we used for selection and categorization of firms. Even so, our study has shown that it is possible, in at least a few cases, for a French-Canadian to rise to the top of an "English-speaking" company. Conversely, the chances are very slight of an English-Canadian being appointed president of a company where the language of ownership is French.

The proportion of French-Canadians among vice-presidents (15 per cent) is lower than it is among more senior officers. However, a larger proportion of French-Canadian vice-presidents work for English-language firms. Whereas 10 out of 12 French-Canadian presidents were accounted for by FCQ and ForFrQ firms, less than half (13 out of 27) of all French-Canadian vice-presidents hold positions with firms in these two groups. The remaining 14 are with "English-language" firms having their head office in Quebec (7 ECQ, 3 UKQ and 4 USQ). But in each of these three types of firms, they are outnumbered, by between seven to one and eleven to one, by English-Canadians.

Representation of French-Canadians among the top ten executives of each firm is greatest (at 38 per cent) in the remaining group of "Other" officers not specified above. This group includes such positions as secretary, treasurer and comptroller, as well as general managers just below the vice-presidential level. Of the 67 French-Canadians holding these positions, 34 are with FCQ firms (where they have no English-speaking counterparts) and 10 are with ForFrQ firms. The remaining 23 are divided

equally between English-language firms centered in Quebec (12 ECQ and 11 UKQ), where they account for between one-quarter and one-third of all officers at that level.

In summary, taking all ten most senior officers together, for all firms, we note that 110 out of 419 men, or 26 per cent, are French-Canadians, and that half of these, or 54 men, hold positions with FCQ firms. In addition, 21 out of 140 senior officers of ECQ firms (15 per cent) are French-Canadian, while one out of 55 senior officers of FCQ firms (1.8 per cent) is English-Canadian.

Information was also sought on the length of tenure of senior officers, with a view to determining whether there has been a trend in recent years towards increasing the representation of French-Canadians in this group. The results are shown in Table 3.4.2.

In brief, it is difficult to discern a trend. The rate of appointment of all senior officers increased markedly in 1964, no doubt due to improving business conditions, but this increase applies to both English- and French-Canadians. We note a higher rate of increase for French-Canadians in the five years since 1960, but the proportion of French-Canadians appointed earlier than that is well above the proportion of English-Canadians.

The two ownership-location types exhibiting the most marked differences in trends are FCQ and ECQ. Details relating to these two ownership-location types only are shown at the bottom of Table 3.4.2, for reference. For ECQ firms, nine out of twenty-one French-Canadian senior officers were appointed in the most recent year, while almost as many (seven) have held their appointments for over six years. In FCQ firms, the only English-Canadian among senior officers was appointed some time before 1960.

TABLE 3.4.2
(41 Large Firms)
LENGTH OF TENURE
OF
EXECUTIVE OFFICERS

<u>MOTHER TONGUE</u>	-----Y E A R O F A P P O I N T M E N T-----							<u>TOTAL</u>
	Prior To 1960	1960	1961	1962	1963	1964	Not Known	
<u>ALL FIRMS</u>								
English - Number	83	24	26	40	38	52	42	305
- Per Cent	(27.2%)	(7.9%)	(8.5%)	(13.1%)	(12.5%)	(17.1%)	(13.7%)	(100.0%)
French - Number	43	4	6	12	12	24	9	110
- Per Cent	(39.1%)	(3.6%)	(5.5%)	(10.9%)	(10.9%)	(21.8%)	(8.2%)	(100.0%)
Other - Number	-	-	-	-	-	-	4	4
- Per Cent	-	-	-	-	-	-	(100.0%)	(100.0%)
Total - Number	126	28	32	52	50	76	55	419
- Per Cent	(30.1%)	(6.7%)	(7.6%)	(12.4%)	(12.0%)	(18.1%)	(13.1%)	(100.0%)
<u>CQ FIRMS</u>								
English - Number	1	-	-	-	-	-	-	1
- Per Cent	(100.0%)	-	-	-	-	-	-	(100.0%)
French - Number	24	4	2	8	5	6	5	54
- Per Cent	(44.4%)	(7.4%)	(3.7%)	(14.8%)	(9.3%)	(11.1%)	(9.3%)	(100.0%)
Other - Number	-	-	-	-	-	-	-	-
- Per Cent	-	-	-	-	-	-	-	-
Total - Number	25	4	2	8	5	6	5	55
- Per Cent	(45.5%)	(7.3%)	(3.6%)	(14.5%)	(9.1%)	(10.9%)	(9.1%)	(100.0%)
<u>CQ FIRMS</u>								
English - Number	26	7	15	12	16	23	20	119
- Per Cent	(21.8%)	(5.9%)	(12.6%)	(10.1%)	(13.4%)	(19.3%)	(16.9%)	(100.0%)
French - Number	7	-	-	-	2	9	3	21
- Per Cent	(33.3%)	-	-	-	(9.5%)	(42.9%)	(14.3%)	(100.0%)
Other - Number	-	-	-	-	-	-	-	-
- Per Cent	-	-	-	-	-	-	-	-
Total - Number	33	7	15	12	18	32	23	140
- Per Cent	(23.6%)	(5.0%)	(10.7%)	(8.6%)	(12.9%)	(22.8%)	(16.4%)	(100.0%)

3.5 EMPLOYEE RELATIONS

3.5.1 Hiring Practices - Recent University Graduates

The pattern of employment of salaried staff is evidently determined, to an extent, by where companies go to look for candidates. Employees entering at middle and upper salary levels often come from other firms, either directly or through placement agencies. For these people, the avenues are many and varied, and consistent information on hiring practices could not be obtained from sample firms. However, a high proportion of people entering at the two lowest salary groups (between \$ 5,000 and \$ 8,000 per annum) are hired directly upon graduation from university. Hiring practices regarding those new employees who graduated from Canadian universities are examined in the present section.

In our questionnaire, the 29 major Canadian universities (3 French-language, 2 bilingual and 24 English-language) were designated, and sample firms were asked to show, for each university: (1) whether hiring teams visited the university; (2) the number of offers of employment which were made to students graduating in Engineering and Commerce;¹ and (3) the number of people in each discipline hired by the firm. The results are shown in the accompanying tables.

In the tables, the number of "visits" is the product of the number of universities in each region (shown at the top of each column) times the number of firms sending interviewing teams to those universities.

(1) It will be noted from the questionnaire (Appendix I) that information was sought on graduates in Engineering, Commerce, Science and all Other disciplines. Only graduates in Engineering and Commerce are treated here, since they are by far the two largest groups, and data on them are sufficient to tell the whole story. Information on graduates in Science and other disciplines is too sparse to permit good tabulation and analysis.

The maximum possible number of visits to universities in each region would be equal to the total number of firms visiting (shown in the upper right-hand corner of the table) times the number of universities. Thus, the number of visits actually made is an index of the degree of interest shown by sample firms in the universities concerned. It will give us some measure, for example, of the attention paid by English-language firms to recent graduates of French-language universities, and vice-versa. The response by recent graduates is given by the "Success Ratio," which is equal to the number of people hired divided by the number of job offers made. This latter measure is, of course, also conditioned to an extent by the amount of prior preparation, and the expectation of success required by potential employers before they make an offer. We shall have to assume that this is substantially the same for all firms. Finally, the figures should also give us an indication of the degree to which firms restrict their search for new employees to universities in their own areas.

In the earlier discussion on Hiring Experience (Section 3.2.2), it was discovered that the proportion of French-Canadians among all new employees entering the two lowest salary groups is significantly less than the proportion currently employed. At the same time, we know that the availability of French-Canadian university graduates in those disciplines logically related to business has increased markedly in the last five years or so, while Section 2.5 shows that demand for those people is so high that French-Canadians can now demand, and receive, a salary premium. If large manufacturing firms are not able to maintain a proportionate share of French-Canadians among their recently-hired employ-

ees, therefore, it must be because either they are not trying hard enough to hire them, or else they are being out-bid by other employers.

The tables in this section show that sample firms are not neglecting the French-language universities in their search for new employees. In fact, for Engineering and Commerce, the average number of firms visiting each French-language university (23) is more than double the average number of firms visiting each English-language university (10).

In searching for an answer to this paradox, we must bear in mind that we are looking at the older, well-established companies which have been in business for some time. Their employment of French-Canadians in all salary groups seems to be about in line with availability.¹ What these firms may now be attempting to do, in response to social pressures, is to increase the proportion, and this is where they are encountering difficulties. The influence of recent demand from the Quebec provincial government and its agencies has already been noted. In addition, there are many smaller firms and many new firms which have never been concerned with their social image in Quebec before. The demand from all these sources, reflected in salary premiums, is evidently greater than the available supply of qualified French-Canadians.

(1) Table 3.2.2 (page 47), which relates to the engineering function, shows that the percentage of French-Canadians in each salary group is slightly higher than the percentage of French-Canadians among all graduates in engineering from Canadian universities in past years. (The table neglects graduates from universities outside Canada. Their inclusion would accentuate the comparison, since most of these engineers are not French-speaking.)

3.5.1.1 Graduates in Engineering

Table 3.5.1.1.0 shows the situation with respect to engineering graduates hired by all sample firms. Subsequent tables in the set give the breakdown by ownership-location type.

The total number of firms sending teams to interview graduating engineers (22 out of 41) is quite small, and it is smaller still in the case of other disciplines. Apparently, a significant proportion of Canadian manufacturing firms follow the practice (reported to us in two or three cases during our interviews) of welcoming any applicant, although they do not go to universities to search them out. The effect of such a practice is to discourage a recent graduate from applying for a job in a firm where the language of ownership is not the same as his own. This is especially true in the case of French-Canadians who now have ample job opportunities offered to them before they have completed their studies.

Of the 22 firms sending interviewing teams to universities, 10 are ECQ, 6 are USQ, 3 are UKQ, 2 are USC and 1 is ECC. No FCQ or ForFrQ firms reported visits.

In total, 199 engineering graduates are reported as having been hired. Forty-five of these, or about 23 per cent, are graduates from French-language universities. Since between 10 and 15 per cent of engineering graduates from McGill University are French-Canadian, we could add another two or three to this number, plus one or two graduates from the two "bilingual" universities, to obtain the total number of French-Canadians (about 49, or 25 per cent).

The total number of visits to French-language universities was

39, of which 18 were by ECQ firms, 10 by USQ firms and 5 each by UKQ and USC firms. The success ratio of all these firms was about the same, at just over one in three, and they appear to have done much better at the Université de Montréal than at Laval and Sherbrooke.

The total number of visits to English-language universities was three and one-half times as great as the number of visits to French-language universities (136 vs 39), but there are eight times as many universities (24 vs 3). The total number of job offers made, at 574, was over four times as great as the number made at French-language universities, but the number hired, at 152, is only three and one-half times as great. The success ratio was consequently much lower for English-language universities, at 0.26. Greatest success was obtained at universities in the four Western Provinces and in Montreal (McGill University is the only one represented here, since the other two English-language universities have not as yet graduated any engineers).

There seems to be little tendency for firms of any ownership-location type to restrict their visits to nearby universities, although the number of visits to the Atlantic Provinces by all firms is less than proportionate.

We had expected to find, on the basis of opinions given to us during our interviews, that the success ratio of firms with their head offices in Quebec would be quite low at universities in Ontario and the Western Provinces - especially the former. The success ratio at Ontario universities is generally low in all cases, but for ECQ, UKQ and USQ firms, the ratios are 0.17, 0.39 and 0.20, respectively, while for ECC and USC firms, the ratios are lower still at 0.11 and 0.13. It

may be that the majority of recent graduates of Ontario universities hired by Quebec-based firms are not working in Quebec, but this is doubtful.

In the case of engineering graduates of French-language universities, the success ratio of Quebec-based firms is, as expected, somewhat greater than that of others. Also, because of our sampling criteria, the probability is much greater that most of the recent French-Canadian graduates working in all sample firms are located in Quebec. For ECC and USC firms, the success ratios are 0.33 and 0.35, respectively, while for ECQ, UKQ and USQ firms, the ratio is equal to 0.37 in each case.

TABLE 3.5.1.1.0

(41 Large Firms)

HIRING PRACTICES - CANADIAN UNIVERSITIES

DISCIPLINE: Engineering
 OWNERSHIP-LOCATION: All

Total Number of Firms Covered: 41
 Number of Firms Visiting Universities: 22

REGION	French-language Universities		Bilingual Universities		English-language Universities			
	Montreal	Quebec	Total	Ontario	Montreal	Quebec	Atlantic	Ontario West Total
NO. OF UNIVERSITIES	1	2	3	2	3	1	8	4 24
VISITS	17	22	39	6	19	-	20	66 31 136
OFFERS	67	65	132	4	68	-	100	215 191 574
HIRED	32	13	45	2	21	-	20	46 65 152
SUCCESS RATIO	0.48	0.20	0.34	0.50	0.30	-	0.20	0.21 0.34 0.26

TABLE 3.5.1.1.2

(41 Large Firms)

HIRING PRACTICES - CANADIAN UNIVERSITIES

DISCIPLINE: Engineering
OWNERSHIP-LOCATION: ECQ

Total Number of Firms Covered: 13
Number of Firms Visiting Universities: 10

REGION	French-language Universities			Bilingual Universities		English-language Universities			
	Montreal	Quebec	Total	Montreal	Quebec	Atlantic	Ontario	West	Total
NO. OF UNIVERSITIES	1	2	3	2	1	8	8	4	24
VISITS	8	10	18	3	-	8	24	11	51
OFFERS	30	24	54	3	-	24	40	30	119
HIRED	16	4	20	1	-	5	7	8	27
SUCCESS RATIO	0.53	0.17	0.37	0.33	-	0.21	0.17	0.27	0.23

TABLE 3.5.1.1.3

(41 Large Firms)

HIRING PRACTICES - CANADIAN UNIVERSITIES

DISCIPLINE: Engineering
 OWNERSHIP-LOCATION: ECC

Total Number of Firms Covered: 4
 Number of Firms Visiting Universities: 1

REGION	French-language Universities		Bilingual Universities		English-language Universities			
	Montreal	Quebec	Montreal	Quebec	Atlantic	Ontario	West	Total
NO. OF UNIVERSITIES	1	2	3	2	3	1	8	4
VISITS	-	1	1	-	1	-	5	2
OFFERS	-	3	3	-	-	-	9	5
HIRED	-	1	1	-	-	-	1	3
SUCCESS RATIO	-	0.33	0.33	-	-	-	0.11	0.60
								0.29
								24
								8
								14
								4

TABLE 3.5.1.1.5

(41 Large Firms)

HIRING PRACTICES - CANADIAN UNIVERSITIES

DISCIPLINE: Engineering
OWNERSHIP-LOCATION: UKQ

Total Number of Firms Covered: 5
Number of Firms Visiting Universities: 3

REGION	French-language Universities			Bilingual Universities		English-language Universities			
	Montreal	Quebec	Total	Ontario		Montreal	Quebec	Atlantic	Ontario West Total
NO. OF UNIVERSITIES	1	2	3	2		3	1	8	4 24
VISITS	2	3	5	1		2	-	3	9 4 18
OFFERS	15	9	24	-		4	-	21	41 32 98
HIRED	7	2	9	-		2	-	5	16 10 33
SUCCESS RATIO	0.47	0.22	0.37	-		0.50	-	0.24	0.39 0.31 0.34

(41 Large Firms)

HIRING PRACTICES - CANADIAN UNIVERSITIES

DISCIPLINE: Engineering
OWNERSHIP-LOCATION: USQ

Total Number of Firms Covered:	7
Number of Firms Visiting Universities:	6

REGION	French-language Universities			Bilingual Universities		English-language Universities					
	Montreal		Total	Ontario		Montreal	Quebec	Atlantic	Ontario	West	Total
	1	2	3		2	3	1	8	8	4	24
NO. OF UNIVERSITIES											
VISITS	5	5	10		1	6	-	7	16	9	38
OFFERS	14	20	24		1	28	-	29	73	71	201
HIRED	6	3	9		1	9	-	7	15	28	59
SUCCESS RATIO	0.43	0.15	0.37		1.00	0.32	-	0.24	0.21	0.39	0.29

TABLE 3.5.1.1.7

(41 Large Firms)

HIRING PRACTICES - CANADIAN UNIVERSITIES

DISCIPLINE: Engineering
 OWNERSHIP-LOCATION: USC

Total Number of Firms Covered: 3
 Number of Firms Visiting Universities: 2

REGION	French-language Universities			Bilingual Universities		English-language Universities					
	Montreal	Quebec	Total	Ontario		Montreal	Quebec	Atlantic	Ontario	West	Total
NO. OF UNIVERSITIES	1	2	3	2		3	1	8	8	4	24
VISITS	2	3	5	1		3	-	2	12	7	24
OFFERS	8	9	17	-		11	-	26	52	58	147
HIRED	3	3	6	-		3	-	3	7	19	32
SUCCESS RATIO	0.38	0.33	0.35	-		0.27	-	0.12	0.13	0.33	0.22

3.5.1.2 Graduates in Commerce

The number of firms recording visits to universities is slightly smaller for commerce than for engineering graduates, and the number of job offers is substantially less. Overall, the number of visits per university is about twice as great for French-language universities as for English-language universities - about the same ratio as in the case of engineering.

The success ratio for all French-language universities is 0.49 for graduates in commerce, compared to 0.34 for engineering graduates, due mainly to a higher ratio at Laval and Sherbrooke. Among English-language universities, the success ratio is higher than in engineering for universities in all regions. It is still lowest for Ontario universities, although the range here is quite small. Overall, the success ratio for commerce graduates is 0.49, compared to 0.26 for engineering.

No FCQ or ForFrQ firms reported sending teams to interview graduating students at their universities. Of the 17 firms which did, 8 are ECQ, 4 are USQ, 2 are UKQ, 2 are USC and 1 is ECC. Here also, there is little evidence that firms in any ownership-location type tend to restrict their hiring efforts to universities near their head offices. In fact, the largest group of new employees (17) came from universities in the four Western Provinces, as was the case with engineering graduates as well.

There was a slight tendency for graduates of Ontario and Western universities to prefer firms having their head offices in Canada outside of Quebec. ECC and USC firms made 16 job offers to graduates of Ontario universities and had 9 accepted, while ECQ, UKQ and USQ firms

also made 16 job offers, and had 6 accepted. Similarly, USC firms made 18 job offers to graduates of Western universities and had 10 accepted, while ECQ, UKQ and USQ firms made 19 job offers, and had 7 accepted.

Of the 21 graduates of French-language universities accepting job offers from sample firms, 17 went to firms having their head offices in Quebec. However, the success ratio of the two firms based elsewhere in Canada (both USC) which did make job offers is above average, at 0.67. (The average for all firms in French-language universities is 0.49.)

(SUM 13 28201 17)

DISCIPLINE: Commerce
OWNERSHIP-LOCATION: All

Total Number of Firms Covered:	41
Number of Firms Visiting Universities:	17

REGION	French-language Universities			English-language Universities							
	Quebec		Total	Montreal	Quebec	Atlantic		Ontario		West	Total
	Montreal	Quebec				Atlantic	Ontario				
NO. OF UNIVERSITIES	1	2	3	3	1	8	8	4	24		
VISITS	10	20	30	22	3	22	40	26	113		
OFFERS	16	27	43	22	2	19	32	37	112		
HIRED	7	14	21	13	1	10	14	17	55		
SUCCESS RATIO	0.44	0.52	0.49	0.59	0.50	0.53	0.44	0.46	0.49		

(41 Large Firms)

HIRING PRACTICES - CANADIAN UNIVERSITIES

DISCIPLINE: Commerce
OWNERSHIP-LOCATION: ECQ

Total Number of Firms Covered:	13
Number of Firms Visiting Universities:	8

REGION	French-language Universities			Bilingual Universities		English-language Universities					
	Universities		Total	Universities		Montreal	Quebec	Atlantic	Ontario	West	Total
	Montreal	Quebec		Ontario							
NO. OF UNIVERSITIES	1	2	3	2		3	1	8	8	4	24
VISITS	4	9	13	2		9	-	3	8	7	27
OFFERS	8	7	15	2		7	-	3	3	5	18
HIRED	3	2	5	1		2	-	1	0	2	5
SUCCESS RATIO	0.38	0.29	0.33	0.50		0.29	-	0.33	0.00	0.40	0.28

TABLE 3.5.1.2.3

(41 Large Firms)

HIRING PRACTICES - CANADIAN UNIVERSITIES

DISCIPLINE: Commerce
OWNERSHIP-LOCATION: ECC

Total Number of Firms Covered: 4
Number of Firms Visiting Universities: 1

REGION	French-language Universities			Bilingual Universities		English-language Universities			
	Montreal	Quebec	Total	Montreal	Quebec	Atlantic	Ontario	West	Total
NO. OF UNIVERSITIES	1	2	3		2		3	8	4
VISITS	1	1	2	-	-	-	5	2	7
OFFERS	-	-	-	-	-	-	5	-	5
HIRED	-	-	-	-	-	-	1	-	1
SUCCESS RATIO	-	-	-	-	-	-	0.20	-	0.20

(41 Large Firms)

DISCIPLINE: Commerce
OWNERSHIP-LOCATION: UKQ

Total Number of Firms Covered:	5
Number of Firms Visiting Universities:	2

REGION	NO. OF UNIVERSITIES	French-language Universities		Bilingual Universities	English-language Universities					
		Montreal	Quebec		Total	Montreal	Quebec	Atlantic	Ontario	West
	1	2	3	2	3	1	8	8	4	24
VISITS	2	2	4	1	4	-	4	7	5	20
OFFERS	8	7	15	3	2	-	5	7	6	20
HIRED	4	4	8	1	2	-	2	2	3	9
SUCCESS RATIO	0.50	0.57	0.53	0.33	1.00	-	0.40	0.29	0.50	0.45

(41 Large Firms)

HIRING PRACTICES - CANADIAN UNIVERSITIES

DISCIPLINE: Commerce
OWNERSHIP-LOCATION: USQ

Total Number of Firms Covered:	6
Number of Firms Visiting Universities:	4

REGION	French-language Universities			Bilingual Universities		English-language Universities					
	Montreal	Quebec	Total	Ontario		Montreal	Quebec	Atlantic	Ontario	West	Total
NO. OF UNIVERSITIES	1	2	3	2		3	1	8	8	4	24
VISITS	2	4	6	1		5	1	6	8	4	24
OFFERS	-	7	7	1		11	-	8	6	8	33
HIRED	-	4	4	-		7	-	5	3	2	17
SUCCESS RATIO	-	0.57	0.57	-		0.64	-	0.63	0.50	0.25	0.52

TABLE 3.5.1.2.7

(41 Large Firms)

HIRING PRACTICES - CANADIAN UNIVERSITIES

DISCIPLINE: Commerce
OWNERSHIP-LOCATION: USC

Total Number of Firms Covered: 3
Number of Firms Visiting Universities: 2

REGION	French-language Universities			Bilingual Universities		English-language Universities			
	Montreal	Quebec	Total	Montreal	Quebec	Atlantic	Ontario	West	Total
NO. OF UNIVERSITIES	1	2	3	2	1	8	8	4	24
VISITS	1	4	5	1	2	9	12	8	35
OFFERS	-	6	6	-	2	3	11	18	36
HIRED	-	4	4	-	1	2	8	10	23
SUCCESS RATIO	-	0.67	0.67	-	0.50	0.67	0.73	0.56	0.64

3.5.2 Training and Further Education of Employees

Rapid changes in technology, and the need to develop managerial and supervisory skills, make it necessary for both companies and their employees to devote a great deal of expense and energy to further education. In many industrial companies, such activity has come to be regarded as part of the cost of operations, and there is general agreement that these costs, already high, will continue to grow at an increasing rate. Among most employees above the ranks of unskilled labour, also, there is growing recognition of the fact that the process of their education does not stop upon graduation from school or university, but that it is becoming an integral part of their job responsibilities.

Recognition of the importance of education and training is not yet widespread, although it appears that the larger the firm, the greater is the effort devoted to these ends. Our sample, which is restricted to large manufacturing firms, is therefore biased to some extent. Even so, of the 41 firms in the sample, only 32 are engaged in one way or another in further education. Of these, 24 conduct courses within the firm as well as offering assistance to employees who are taking evening and extension courses at universities, technical schools and other institutions. The degree of commitment is quite striking; as later tables will show in greater detail, firms in the sample are currently devoting over one million dollars a year, in direct costs alone, to education. In addition, nearly 100,000 man-days per year are being spent by employees taking courses inside and outside their companies.

From the point of view of bilingualism and biculturalism, this area of activity is of interest in two ways. First, there is the impact on

the employee of the language in which courses are given, and the requirements of bilingual ability which they might entail. If an employee is unable to understand the language used in instruction, his usefulness to the firm is greatly diminished, and his chances of promotion are put in jeopardy. Second, there is the expense, in terms of employee time, as well as money, incurred by the firm for instruction in language. This is an element of cost which is peculiar to firms operating in bilingual areas and it puts them at a cost disadvantage, however slight, with respect to rival firms which operate in unilingual areas. The alternative of ignoring language differences between employees may be even more costly, however, because of the need to ensure adequate and clear communication within the firm, and because of the effects on employee morale and efficiency.

Until recently, most French-speaking employees of large manufacturing firms were at the wage-roll level. The small number who held technical or staff positions were usually greatly outnumbered by their English-speaking colleagues and, working in an English-speaking environment, they soon became fluent in English - if they were not already. Bilingual ability was necessary only where wage-roll and staff came into contact, usually at the foreman or shop supervisor level. There was thus established a "bilingual belt," with predominantly English- and French-speaking areas on either side of it.

These conditions are still to be found in many firms in Quebec today, but the bilingual belt is either widening or breaking apart altogether. Most firms in Quebec, as they react to changing social and governmental attitudes, and as they find an increasing number of qualified French-

Canadians available for staff and supervisory positions, are hastening to improve the bilingual ability of their staff employees - especially those who are English-speaking. Accordingly, substantial amounts of money are now being spent on French-language instruction both on and off the job. Of the one million dollars being spent on education, nearly one-quarter (\$ 240,000) is being devoted to language courses.

Table 3.5.2.1 shows the direct costs incurred per annum for training and further education of employees by firms of each ownership-location type. Separate columns show the cost of courses given inside, and those given outside, the firm. In each case, the cost of language courses is shown separately from the cost of all other courses.

Courses given within the firm are defined as those which the firm gives to its own employees exclusively, whether held on its own premises or elsewhere, but they exclude training in specific tasks or duties given on the job by foreman and others to new wage-roll employees. Only direct costs, which exclude the value of employee time spent away from the job, are considered.

Courses given outside the firm comprise principally evening and extension courses offered by universities, technical schools or other institutions to anyone, regardless of his place of employment. In this case, direct costs incurred by the firm mainly represent the amount of financial assistance given to employees who take such courses.

As the "total" columns at the right-hand side of the table show, firms in the sample spent \$ 1,026,160 (direct cost only) on training and education during the twelve months ended 30 June, 1964. Of this amount, \$ 239,700, or 23.4 per cent, represented the cost of courses in language.

TABLE 3.5.2.1

(41 Large Firms)

TRAINING AND FURTHER EDUCATION OF EMPLOYEESDIRECT COSTS INCURRED

(During the 12-month Period Ended 30 June, 1964)

<u>Ownership-Location Type</u>	<u>Courses Given Within The Firm</u>			<u>Courses Given Outside The Firm</u>			<u>TOTAL ALL COURSES</u>		
	<u>All Others</u>		<u>Total</u>	<u>All Others</u>		<u>Total</u>	<u>Language</u>		<u>Total</u>
	<u>Language</u>			<u>Language</u>					
FCQ	\$ 225	\$ 3,200	\$ 3,425	\$ 390	\$ 4,300	\$ 4,690	\$ 615 (7.6%)	\$ 7,500 (92.4%)	\$ 8,115
ECQ	103,314	297,752	401,066	20,499	56,533	77,032	123,813 (25.9%)	354,285 (74.1%)	478,098
ECC	8,280	17,550	25,830	4,268	23,677	27,945	12,548 (23.3%)	41,227 (76.7%)	53,775
ForFrQ	-	-	-	75	500	575	75 (13.0%)	500 (87.0%)	575
UKQ	14,140	13,895	28,035	2,227	15,024	17,251	16,367 (36.2%)	28,919 (63.8%)	45,286
USQ	65,410	233,376	298,786	5,022	41,303	46,325	70,432 (20.4%)	274,679 (79.6%)	345,111
USC	8,700	54,050	62,750	7,150	25,300	32,450	15,850 (16.7%)	79,350 (83.3%)	95,200
TOTAL	\$ 200,069	\$ 619,823	\$ 819,892	\$ 39,631	\$ 166,637	\$ 206,268	\$ 239,700 (23.4%)	\$ 786,460 (76.6%)	\$ 1,026,160

(1) Including financial assistance given to employees taking evening and extension courses.

Virtually all of this was for courses in French to English-speaking employees.

Almost half (46.6 per cent) of total expenditure, and over half (51.6 per cent) of the expenditure for language courses, was incurred by ECQ firms. USQ firms spent the next highest amount (33.6 per cent of the total), although the proportion devoted to language courses was lower than for ECQ firms (20.4% vs 25.9%). The largest proportion of expenditure on language courses (36.2 per cent) was spent by UKQ firms, while the lowest (7.6 per cent) was among FCQ firms. The two groups of firms in which the language of ownership is French (FCQ and ForFrQ) together spent a very small amount of money on language courses - \$ 690, or less than 0.3 per cent of all money spent for language instruction. In these cases, courses would be in both French and English, but the scant attention paid to them cannot be taken as an indication of indifference. Recalling the high degree of bilingual ability already possessed by employees of these firms (shown in Section 3.2.2), we must conclude that, in the main, language courses are simply not necessary. What is noticeable, however, is the small amount of money spent by these firms on education and training of all kinds, and that firms in these two groups are the only ones which spend more money for courses given outside the firm than inside. The latter point is partly explained by the fact that these firms are, on the whole, smaller than firms in other ownership-location types, and that the smaller number of employees involved makes it more difficult, and relatively more expensive, to operate private courses.

Although these figures give a good idea of the total amount of money being spent on education, and the way in which expenditures and

emphasis are distributed, comparison between ownership-location types is difficult because the number of firms in each group differs widely. There are, for example, eleven ECQ firms represented in the table, and only one ForFrQ firm. In order to obtain a better comparison, Table 3.5.2.2 shows the breakdown of the total direct costs for each ownership-location type, expressed as an average per firm (taking only those firms which do give courses or course assistance).

On a per-firm basis, USQ firms incur the highest total direct costs for training and education, followed by ECQ, USC, UKQ, ECC, FCQ and ForFrQ firms, in that order. The range is very great - from \$ 56,320 to \$ 575. Expenditures on language courses follow a somewhat different order, with ECQ firms first, followed by USQ, UKQ, USC, ECC, FCQ and ForFrQ. Here, English-language firms with head offices in Quebec lead the list.

Direct costs incurred in all other courses (which amount, on average, to over 76 per cent of the total) give a good indication of the concern shown by firms in the group for technological change and supervisory techniques.

The amount of effort devoted to training and educational programmes may also be measured in terms of the amount of employee time which they involve. Tables 3.5.2.3 and 3.5.2.4 show the number of man-days devoted to courses given inside and outside the firm, respectively.

Table 3.5.2.3 shows, for courses given inside the firm, the breakdown by course description, language of instruction, mother tongue of employees and ownership-location type of firms.

As the total figures indicate, nearly twice as much effort (measured in man-days) is devoted to courses of all kinds given in French as in

TABLE 3.5.2.2

(41 Large Firms)

TRAINING AND FURTHER EDUCATION OF EMPLOYEES

DIRECT COSTS INCURRED

(During the 12-month Period Ended 30 June, 1964)

Average Per Firm

<u>Ownership-Location Type</u>	<u>Average Cost Per Firm¹</u>		
	<u>Language Courses</u>	<u>All Other Courses</u>	<u>Total All Courses</u>
FCQ	\$ 205	\$ 2,500	\$ 2,705
ECQ	12,190	34,910	47,100
ECC	4,180	13,750	17,930
ForFrQ	75	500	575
UKQ	7,630	10,710	18,340
USQ	11,620	44,700	56,320
USC	6,730	35,460	42,190
AVERAGE - ALL FIRMS	\$ 8,950	\$29,000	\$37,950

- (1) Considering only those firms which do give courses or course assistance.

TABLE 3.5.2.3

(41 Large Firms)

TRAINING AND FURTHER EDUCATION OF EMPLOYEES

COURSES GIVEN WITHIN THE FIRM

ALL FIRMS	Courses Given In English		Courses Given In French	
	TO		TO	
	English-Speaking Employees	French-Speaking Employees	English-Speaking Employees	French-Speaking Employees
<u>COURSE DESCRIPTION:</u>	-----Man-Days-----			
Language: French	-	-	28,236	1,147
: English	112	8,375	-	-
Management & Supervision	6,323	968	39	4,924
Technical & Process				
Operation	6,743	1,091	195	15,774
Marketing	1,161	367	-	10
Finance & Accounting	273	37	-	-
Other	<u>2,053</u>	<u>75</u>	<u>4</u>	<u>2,986</u>
TOTAL	<u>16,665</u>	<u>10,913</u>	<u>28,474</u>	<u>24,841</u>

OWNERSHIP-LOCATION TYPE:

	Firms In Sample	Firms Giving Courses				
FCQ	6	2	20	-	-	137
ECQ	13	11	9,230	8,996	20,901	23,798
ECC	4	2	2,872	448	1,074	10
ForFrQ	3	0	-	-	-	-
UKQ	5	2	249	204	2,254	-
USQ	7	5	4,011	1,138	4,120	802
USC	<u>3</u>	<u>2</u>	<u>283</u>	<u>127</u>	<u>125</u>	<u>94</u>
TOTAL	41	24	16,665	10,913	28,474	24,841

GRAND TOTAL

27,578

53,315

English (53,315 vs 27,578). However, these figures must be used with care, for of the total number of man-days given over to instruction in French, over half (28,236, or 53 per cent) represents French-language instruction given to English-speaking employees.

Sensitivity of firms to the need to promote bilingual ability among their employees is indicated by the figures relating to language instruction. Language courses given in French to French-speaking employees, and those given in English to English-speaking employees, no doubt comprise subject areas such as technical report writing, and may be ignored in the present context.¹ Looking at the relatively heavy emphasis placed on French-language instruction for English-speaking employees, we are, perhaps, not too surprised. What is surprising, however, is the amount of effort devoted to teaching English to French-speaking employees - especially in ECQ firms. The total number of man-days involved (8,375) is just over 24 per cent of the total devoted to all language courses, and this is about the same percentage as the number of French-Canadians in salaried staff earning over \$ 5,000 per annum. This would seem to offer evidence, not only of the increasing degree of bilingualism among sample firms, but also that a French-Canadian is no longer barred from employment if he cannot already speak English. Like his English-speaking counterpart, however, he must expect to have to learn the other language in order to ensure continuing advancement in the firm.

ECQ firms are by far the most active in this field. Of the 8,375

(1) Some firms did report to us that they are devoting effort to improving the quality of French used by French-Canadian employees, but detailed figures, such as the number of man-days involved, are not available to us.

man-days devoted to English-language instruction for French-speaking employees, 7,640 are in ECQ firms. The remainder is contributed by ECC firms (448 man-days) and USQ firms (287 man-days). Similarly, ECQ firms account for 20,900 of the total 28,239 man-days given over to French-language instruction for English-speaking employees. In other ownership-location types, the comparable figures are: 4,120 in USQ, 2,254 in UKQ, 1,074 in ECC and 125 in USC. The two remaining groups of firms, FCQ and ForFrQ, do not give language courses within the firm. ForFrQ firms offer some assistance for outside courses in English to French-speaking employees, but the total amount of time spent on those courses was only seven man-days during the sample period.

The impact of training and educational programmes on employees may best be seen in the figures relating to courses other than language. These show the relative amount of emphasis placed on further training in various functional areas, as well as the way in which training effort is distributed between French- and English-speaking employees. We note, for example, that English-speaking employees spend a slightly greater number of man-days taking courses in management and supervisory techniques than do French-speaking employees (6,362 vs 5,892 man-days). Having in mind the higher proportion of English-speaking people in staff and supervisory positions, however, one can see that a relatively greater emphasis is being devoted in this area to French-speaking employees. In fact, only about one-quarter of the salaried employees in our sample are French-Canadian, yet they account for nearly one-half of the number of man-days spent in courses in management and supervision.

In the areas of marketing and finance and accounting, the propor-

tional split of man-days between English- and French-speaking employees is more nearly equal to the proportions of each currently employed in those functions.

Courses in process operation and other technical fields include a greater number of training programmes operated for skilled and semi-skilled workers. Most people working at these positions in plants in Quebec are French-Canadian, and the high proportion of such courses given to their employees is not surprising. Nearly all of the man-days involved (15,255 out of the total 15,775) are accounted for by ECQ firms. We learned during our interviews that these firms often have to operate quite extensive training programmes in their plants in Quebec outside of Montreal, where the educational level of incoming employees is very low.

The language used for instruction is a reflection of the bilingual ability which is demanded of employees, and it constitutes an important element in determining the degree to which employees must adapt to the language patterns used in the workplace, or vice-versa.

Apart from language courses, instruction is given in French to English-speaking employees in only a very small number of cases, and all of these occur in ECQ firms. French-speaking employees take instruction in English in nearly all course areas, but for training in supervisory techniques and process operation, the proportion of man-days which they spent taking courses given in French is much greater. In marketing and finance and accounting, however, nearly all instruction is given in English.

Table 3.5.2.4 summarizes the effort (in man-days) devoted by people to courses taken outside their places of employment. No breakdown show-

ing the language used in instruction is available, but since these courses are usually taken at the employee's option, it can be assumed that he will choose whichever institution best suits his language abilities and his needs.

The proportion of man-days spent on these courses by French-speaking employees (at 6,145, or 39.5 per cent) is significantly greater than their proportion in total salaried employment (24.7 per cent). This could indicate that French-Canadians are relatively more active in seeking further education for business than are their English-speaking colleagues. French-Canadians also spend more time on language courses taken outside the firm than do English-Canadians, and they devote nearly as much time, in absolute terms, to courses in management and supervision as do the greater number of English-Canadian employees.

ECQ firms are again the most active in this area, as well as for courses given within the firm. On the basis of average man-days per firm, however, ECC firms are well ahead.

TABLE 3.5.2.4

(41 Large Firms)

TRAINING AND FURTHER EDUCATION OF EMPLOYEES

COURSES GIVEN OUTSIDE THE FIRM

<u>ALL FIRMS</u>	<u>English-Speaking</u> <u>Employees</u>	<u>French-Speaking</u> <u>Employees</u>
<u>COURSE DESCRIPTION:</u>	<u>-----Man-Days-----</u>	
Language: French	937	62
: English	226	1,331
Management & Supervision	1,282	1,115
Technical & Process Operations	3,306	2,131
Marketing	453	146
Finance & Accounting	2,069	901
Other	<u>1,146</u>	<u>459</u>
TOTAL	<u>9,419</u>	<u>6,145</u>

OWNERSHIP-LOCATION TYPE:

	<u>Firms In</u> <u>Sample</u>	<u>Firms Giving</u> <u>Courses</u>		
FCQ	6	4	-	112
ECQ	13	10	3,146	3,894
ECC	4	2	1,687	483
ForFrQ	3	2	72	60
UKQ	5	3	1,405	826
USQ	7	7	2,993	652
USC	<u>3</u>	<u>2</u>	<u>116</u>	<u>118</u>
TOTAL	41	30	9,419	6,145
	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>

3.5.3 Employee Evaluation and Job Analysis

The policies and practices of a firm with respect to the evaluation of its employees' performance, and the manner in which tasks are defined and interrelated, will naturally exert a considerable influence on the individual's sense of satisfaction in his job, as well as his earnings and his rate of advancement through the organization. These are factors which affect the individual, as an employee, very intimately, and it is in this area that the effects of discrimination, if it exists, are likely to be found.

We cannot, of course, test in a direct way for the existence or absence of discrimination. What we can do, in this area, is measure the extent to which systematic techniques are used in performance appraisal and job analysis, and we can also measure the degree of adaptation of the firm to language differences among its employees. The degree of adaptation in other functional areas is explored further in the next section (3.5.4 - Intrafirm Communication) and in Section 3.7 (Marketing). For the present, we shall restrict our survey to policies regarding the language used in appraisal interviews when superior and subordinate have different mother tongues, and to the language used in written personnel records.

Our decision to measure the degree to which systematic techniques are employed is, in effect, based on the assumption that the more elaborate the system, the more "rational" it is likely to be in its evaluation and classification of employees. That is, a complete or highly-developed system will leave less room for capriciousness or the exercise of favouritism or personal predispositions on the part of superiors. The effectiveness of this measure cannot be carried too far, however, because a

highly-developed system necessarily imposes a degree of rigidity which may encourage the perpetuation of current patterns. If these patterns are unsatisfactory, or if they are in the process of change, the existence of a highly-developed system is no longer a clear advantage, although the system currently in use may still be better than any known alternative. Similarly, where the employee evaluation system is very informal, or where none exists at all (a situation which is more frequently encountered in smaller firms), much greater flexibility is offered, but the possibility - though not necessarily the exercise - of personal preference or favouritism on the part of the superior is greatly increased.

3.5.3.1 Some Effects of Systematization

An example of the way in which rigidities in the system can encourage the perpetuation of current patterns is given by the answer of sample firms to the question: "Whenever a position is created or becomes vacant in your firm ... what is your policy regarding the search for candidates outside the firm?" Virtually every respondent, without regard to language of ownership or location, replied that the policy is to promote from within whenever possible. Only after all internal sources had been exhausted would the firm look outside. From an operational point of view, this is quite reasonable: each firm has its own expertise, its own technology and its own way of doing things, and a man who is currently employed by the firm should be able to take on the responsibilities of a new job more quickly than a newcomer. The policy of promotion from within is also basic to the maintenance of good employee relations - indeed, adherence to seniority rights, which is close to it, is often demanded by trade unions. In short, viewed from inside the industrial framework, the policy of promotion from within

is entirely unexceptionable.

Viewed from outside in a political context, however, the results of such a policy, if not the policy itself, do not find the same approbation. For example, we discovered in Section 3.2.1 (Current Employment of Salaried Staff) that only about ten per cent of all senior management people earning over \$ 15,000 per annum have French as their mother tongue. To a great extent, this is the result of a steady process of promotion from within, of people first hired fifteen or twenty years ago. At that time, the number of French-speaking people having the required educational qualifications, and willing to work in large manufacturing firms, was just about ten per cent of the total number of people available. During the last five or ten years, the proportion has increased markedly and, as we have seen, qualified French-Canadians are being sought, hired and promoted at a rate at least as fast as their English-speaking counterparts (or slightly faster if they are bilingual). The continuance of the policy of promotion from within will mean, however, that "proportional representation" of French-Canadians in upper management must await the continuing development and promotion of those already in the stream.

The policy of promotion from within does not necessarily mean that the firm restricts opportunities for promotion to a few people, or that, once an employee obtains a position he is automatically promoted to the next step up as soon as a vacancy occurs. Table 3.5.3.1 shows the practices followed by sample firms regarding the number of candidates considered for advancement whenever a position is created or becomes vacant. The emphasis is on employee qualification, and within that constraint, it appears that firms try to consider as many alternatives as practicable.

TABLE 3.5.3.1

(41 Large Firms)

PERSONNEL AND EMPLOYEE RELATIONS

NUMBER OF EMPLOYEES CONSIDERED FOR A VACANT POSITION

Ownership-Location Type	Number Of Firms	Number Of Candidates Considered						All Qualified	No Response	
		1	2 Or 3	3 Or 4	4 Or 5	6	As Many As Possible			
-----Number Of Firms-----										
FCQ	6	-	-	1	-	-	1	1	3	
ECQ	13	-	4	3	-	1	1	2	2	
ECC	4	-	2	-	-	-	-	2	-	
ForFrQ	3	-	1	1	-	-	-	-	1	
UKQ	5	-	-	-	-	-	1	3	1	
USQ	7	-	3	2	-	-	1	-	1	
USC	3	-	1	1	-	-	-	1	-	
TOTAL	41	0	11	8	0	1	4	9	8	

Of the 41 firms in the sample, none reported considering only one candidate, 11 seek out two or three, seven firms consider three or four, and only one reported that it considers over five (this seems to be the limit of practicability). Thirteen more firms could not specify any number, but reported considering "as many as possible" (4 firms) or "all qualified" (9 firms). The practice, of course, varies by level of employee, due mainly to the relative importance of qualifications. When vacancies occur at lower wage levels, the practice is often to post a notice on the plant bulletin board, inviting all interested people to apply. For upper management positions, two or three candidates are selected for screening. In several cases, management development programmes are specifically designed to assure a continuing supply of qualified people.

3.5.3.2 Job Analysis

With these qualifications concerning the interpretation and effects of highly-developed systems in mind, we can look at some of the measures which were made as part of this study. Table 3.5.3.2 shows, for each ownership-location group, the degree to which a system of Job Analysis is used. For current purposes, this will serve as a rough measure of the emphasis placed by sample firms on systematization in the personnel function.

A "complete" Job Analysis system refers to the regular use of Job Descriptions in clarifying lines of authority, classifying positions in the organization and establishing or (more frequently) revising salary rates in these positions. The "Casual or Partial" Job Analysis System category combines those instances in which Job Descriptions are put to only limited use, or are used infrequently, or with only a few employees.

TABLE 3.5.3.2

(41 Large Firms)

PERSONNEL AND EMPLOYEE RELATIONS

DEGREE TO WHICH JOB ANALYSIS SYSTEM IS USED

Ownership-Location Type	Number Of Firms	Number Of Firms			No Response
		Complete J. A. System Used	Casual Or Partial J. A. System Used	J. A. System Used	

FCQ	6	1	3	2	-
ECQ	13	5	6	1	1
ECC	4	1	2	1	-
ForFrQ	3	3	-	-	-
UKQ	5	1	3	1	-
USQ	7	3	3	1	-
USC	3	2	1	-	-
TOTAL	41	16	18	6	1

This category also includes instances where the techniques are used in a make-shift manner. It will be noted in our questionnaire (Appendix I) that the survey question (2.4.1) uses the Job Description as the principal criterion, and that the question is developed from that base. That is, our analysis here is done on the completeness or degree of development of the total Job Analysis system, of which Job Descriptions are considered to be the essential component.

As Table 3.5.3.2 indicates, 16 out of 41 sample firms use a "complete" Job Analysis system, 18 use a "partial" system and six use no system. One firm did not answer the question.

There appears to be little correlation between language of ownership and extent of systematization in this area. All three ForFrQ firms in the sample use a "complete" Job Analysis system, while only one FCQ firm (out of six) does so. These are, respectively, the highest and lowest proportions. Nor does there seem to be any link between use of the "complete" system and nationality of ownership. In both ECQ and USQ firms, the proportion is about the same (5 out of 13 ECQ and 3 out of 7 USQ firms use the "complete" system).

Figures in the "Casual or Partial Use" column, taken alone, do not reveal much more than do those in the "Complete" column. Taken together, however, figures in both columns show that a majority (if not all) of sample firms in every ownership-location group use systematic or "rational" techniques in employee relations. The proportion of firms which use no system of Job Analysis is less than 25 per cent in all cases except FCQ, where it is 33 per cent.

TABLE 3.5.3.3.1

(41 Large Firms)

PERSONNEL AND EMPLOYEE RELATIONS

DEGREE TO WHICH PERFORMANCE APPRAISAL SYSTEM IS USED

Ownership-Location Type	Number Of Firms	Number Of Firms-----				No P. A. System Used	No P. A. System Used	No Response
		Complete P. A. System Used	Casual Or Partial P. A. System Used	P. A. System Used	P. A. System Used			
FCQ	6	2	2	2	2	-	-	-
ECQ	13	5	7	1	1	-	-	-
ECC	4	2	1	1	1	-	-	-
ForFrQ	3	1	1	1	1	-	-	-
UKQ	5	3	2	2	-	-	-	-
USQ	7	1	5	5	1	-	-	-
USC	3	3	-	-	-	-	-	-
TOTAL	41	17	18	6	0	-	-	-

3.5.3.3 Performance Appraisal

Table 3.5.3.3.1 shows the degree to which sample firms use a system of Performance Appraisal in evaluating their employees. Here again, a distinction is made between "Complete" and "Casual" use of a system. A "Complete" Appraisal System contains some variations, but, in general, the category comprises those cases where there is regular (usually annual) review of each employee's progress, using a set of systematic procedures such as rating forms and appraisal review interviews between superior and subordinate. The "Casual or Partial" category also contains some variations, but it invariably refers to the fact that appraisal is "left to the discretion of the superior" and that formal procedures are either not used, or not used yet, or not emphasized or enforced. (Because of the central importance of the appraisal interview in this system, data on this question alone are shown in Table 3.5.3.3.2.)

Performance Appraisal systems are quite widely used, as shown in Table 3.5.3.3.1. Of the 41 firms in the sample, 17 use a "Complete" system and 18 use a "Casual or Partial" system. The remaining six firms use no system.

In total, these results are similar to those relating to Job Analysis systems, although the breakdown by ownership-location group is not the same. Here, with respect to use of the "Complete" system, the highest and lowest proportions occur in the two U.S.-owned groups. All three USC firms use the "Complete" system, while only one USQ firm (out of 7) does so. Apart from the single USQ case, however, there is a slight tendency for English-language firms to use the "Complete" system to a greater extent than do French-language firms. For both FCQ and

TABLE 3.5.3.3.2

(41 Large Firms)

PERSONNEL AND EMPLOYEE RELATIONS

DEGREE TO WHICH APPRAISAL INTERVIEW IS USED

Ownership-Location Type	Number Of Firms	Number Of Firms-----		
		Appraisal Interview Used	Appraisal Interview Not Used	No Response
FCQ	6	4	2	-
ECQ	13	12	1	-
ECC	4	3	1	-
ForFrQ	3	1	2	-
UKQ	5	5	-	-
USQ	7	4	3	-
USC	<u>3</u>	<u>3</u>	<u>-</u>	<u>-</u>
TOTAL	<u>41</u>	<u>32</u>	<u>9</u>	<u>0</u>

ForFrQ, the proportion is 33 per cent, while for others, the proportion is: ECQ 38 per cent; ECC 50 per cent; UKQ 60 per cent and USC 100 per cent.

Combining the figures in the "Casual or Partial" column with those in the "Complete" column, we note again that some degree of systematization is employed in a majority of firms in every ownership-location group. The number of cases where no system is used is very small. The proportion is 33 per cent in the case of FCQ and ForFrQ firms, and less in all other groups.

Table 3.5.3.3.2, showing data on use of the Appraisal Interview, gives an indication of the extent to which sample firms make their employees aware of the performance appraisal system, and enlist their participation in it as it affects them personally.

In all ownership-location groups except ForFrQ, the majority of firms do make use of the Appraisal Interview. The rank ordering, from the lowest to the highest proportion of firms in the group, is as follows: ForFrQ, USQ, FCQ, ECC, ECQ, UKQ, USC. Once again, no significant differences according to language or nationality of ownership are observable, and the most striking result is the fact that use of the Appraisal Interview is so uniformly widespread.

3.5.3.4 Language Used

The Appraisal Interview is, understandably, an occasion of considerable importance to the employee personally, and it is likely to be a rather "emotionally-loaded" transaction, making clear communication difficult even for those who speak the same language. The subordinate is likely to be quite tense, even uncommunicative, if his own mother tongue is not the

TABLE 3.5.3.4.1

(41 Large Firms)

PERSONNEL AND EMPLOYEE RELATIONS

POLICY REGARDING LANGUAGE USED IN APPRAISAL INTERVIEW
WHERE SUPERIOR AND SUBORDINATE HAVE DIFFERENT MOTHER TONGUES

Ownership-Location Type	Number Of Firms	Use Mother Tongue Of Superior	Use Mother Tongue Of Subordinate	Use Language Which Ensures Best Communication	No Policy	No Response
-----Number Of Firms-----						
FCQ	6	-	1	1	-	4
ECQ	13	1	4	4	3	1
ECC	4	-	1	1	1	1
ForFrQ	3	-	1	1	1	-
UKQ	5	-	3	1	1	-
USQ	7	1	1	2	2	1
USC	3	-	2	-	1	-
TOTAL	41	2	13	10	9	7

same as that of his superior. From the point of view of the firm, maintenance of good employee relations and clear communication demand that the language used in the interview should be appropriate to the circumstances. The degree of adaptation by the firm to language differences among its employees is summarized in Table 3.5.3.4.1 which tabulates data received in response to the question: "Does your firm have any policy regarding the language used in Performance Appraisal Interviews if superior and subordinate have different mother tongues? If so, please describe briefly."

The table shows that 23 out of the 41 sample firms use either the language of the subordinate or (what is often the same thing) whichever language will ensure best communication. Nine firms stated that they had no policy but did not go on to elaborate on their usual practice. Only two firms (1 USQ and 1 ECQ) replied that the language used is that of the superior, though it should be added that in both cases, the company has a general policy of conducting operations in Quebec in French to the greatest degree possible, making it likely that the mother tongue of both superior and subordinate will be the same. Seven firms gave no answer to this question, although it can be assumed that since all 41 sample firms had replied to the question of whether or not they conducted appraisal interviews, the response means that they have no policy regarding the language used.

The proportion of firms which use either the mother tongue of the subordinate or the language which will ensure best communication is over 50 per cent in the case of UKQ, ForFrQ, USC, ECQ and ECC (ranked from the highest percentage downward). It is 43 per cent among USQ firms and 33

per cent among FCQ firms. In short, most firms and most ownership-location groups show a high degree of adaptability toward language differences among their employees.

The last measure in this section, given in Table 3.5.3.4.2, relates to the language used in written records of the Job Analysis System. Of the 41 firms in the sample, 20 use only English, 12 use both languages and two use only French. The question is not applicable in the case of six firms, and one gave no response. Interestingly, the two firms which use only French in the written records are both UKQ, while all four FCQ firms answering the question reported that they use both English and French.

The dominant use of English in the written records, either alone or combined with French, is very likely due to the fact that over the past decade or so, the fields of Job Analysis and Job Evaluation have acquired a rather technical terminology of their own. Since most of the important developments in the field have been American or British, the language of this terminology is predominantly English. Indeed, for many terms, no equivalent French wording exists. In addition, for companies which have operations elsewhere in Canada or associates in other countries, filing and record systems must make use of a common language (usually English) to facilitate communication.

TABLE 3.5.3.4.2

(41 Large Firms)

PERSONNEL AND EMPLOYEE RELATIONS

LANGUAGE USED IN WRITTEN RECORDS OF JOB DESCRIPTION

Ownership-Location Type	Number Of Firms	French	English	Both French And English	Question Not Applicable	No Response

3.5.4 Intrafirm Communication

Some of the most important aspects of work in a bilingual-bicultural setting, from the point of view of the employee, affect the language used in day-to-day operations within the firm. It was pointed out in other sections of this report (principally Section 2.4) that the language of business used by the firm in its transactions with customers or suppliers may be determined by outside factors over which it has little control, but practices regarding the language used in communication inside the firm can be controlled to a much greater extent. In unilingual regions, where the language of ownership or management is the same as that of employees, the problem of selecting which language to use in daily business - if a problem exists - will stem from external factors, only. Where the mother tongue of employees is other than that of management, or where both English- and French-speaking employees work together in the same plant or office, there are additional complications.

In the present section, we shall look at some of the media used in internal communication, and seek to determine whether, for example, French-Canadian employees in firms where the language of ownership is English must use English in their work, or whether the employing firms tend to adapt their practices to the mother tongue of their employees. Although most communication is oral, we shall restrict ourselves here to other, mainly written, forms which the employee sees all around him in the workplace, and which he uses in carrying out his work. The language used in oral communication is much more difficult to document, and we must rely on reports of practices in specific areas, such as employee evaluation interviews (discussed in Section 3.5.3) and on measures of bilingual ability

as part of the job requirement, as discussed in Section 3.2.1 (Current Status of Salaried Staff).

Our data can be used in two ways: first, as a description of the language environment perceived by employees, and then, as a measure of the degree of adaptation of English-language and French-language firms to language patterns in various regions (Quebec and the rest of Canada). A third measure is also relevant in some cases, and that is the degree to which bilingualism is practiced in parts of Canada outside of Quebec. Most of the media which are examined relate to the environment as it affects all employees. A few, such as inter-office memoranda and shop drawings, are, of course, meaningful only to those employees who use them. The media fall into three general groups, as follows:

1. Those which are designed to facilitate operations, including
 - inter-office memoranda
 - shop drawings
 - training manuals
 - instruction manuals.
2. Those which affect the employee personally, including
 - employment application forms
 - booklets describing employee benefits
 - employee identification cards
 - booklets describing the union contract.
3. Those which affect employees generally, including
 - general notices
 - safety posters
 - direction and other signs
 - employee newspaper.

Together, they constitute a large segment of the work environment.

A total of 41 firms replied to this part of the questionnaire.

Since not all forms of communication are applicable in every case, the total number of firms responding to a particular question is shown at the foot of each table.

3.5.4.1 Forms of Communication Used to Facilitate Operations

Inter-Office Memoranda

Table 3.5.4.1.1 shows, for each ownership-location type, the number of firms which use English, only, in inter-office memoranda, the number which use French, only, and the number which use both languages or either language (at the writer's choice) in Quebec or throughout all operations in Canada. The same format is used in all subsequent tables in this section to permit easy comparison.

The data relate only to memoranda written for general distribution. In most firms, a memorandum sent from one individual to another, without wider distribution, will normally be written in the language suitable to both parties. However, it often occurs that notes or reports are intended for fairly widespread use in all operations of the company, and this is the area where general policy or practice must be established. Thus, French will be used only where it is reasonably certain that all interested recipients will be able to understand the language, or where translation facilities are available. Except for general notices, memoranda are seldom prepared in both languages - either one or the other will be used.

Of the 40 firms offering information in this area, nearly half (19) use only English. All ownership-location types except FCQ are represented in this group. Eleven other firms use both English and French in Quebec, and English, only, elsewhere. Only two firms (1 FCQ, 1 ECQ) use both English and French at all locations in Canada, and eight firms (5 FCQ, 1 ForFrQ and 2 USQ) use only French in Quebec, and English elsewhere.

The lower part of the table repeats the same information for

TABLE 3.5.4.1.1

(41 Large Firms)

INTRAFIRM COMMUNICATION

INTER-OFFICE MEMORANDA

ALL FIRMS

Language Used	Region	Ownership-Location Type							
		FCQ	ECQ	ECC	ForFrQ	UKQ	USQ	USC	TOTAL
-----Number of Firms-----									
English Only	All Canada	-	6	4	1	3	3	2	19
Both English & French either separately or together (English elsewhere, if applicable)	Quebec Only	-	6	-	1	2	1	1	11
Both English & French either separately or together	All Canada	1	1	-	-	-	-	-	2
French Only (English elsewhere, if applicable)	Quebec Only	5	-	-	1	-	2	-	8
Not Applicable		-	-	-	-	-	1	-	1
TOTAL		6	13	4	3	5	7	3	41

Regional firms, or those which have all their operations in Quebec and adjacent bilingual-bicultural regions. Here again, nearly half (7 out of 16) of all firms use only English in inter-office memoranda. Four use both languages and five (all FCQ firms) use only French.

Some idea of the pressures exerted by factors encouraging the use of English, even within the firm, is given by the fact that the one National FCQ firm uses both languages, and that one ForFrQ firm uses only English in all its inter-office correspondence (even though it is a Regional firm).

Shop Drawings

The language of technical communication is principally English, because of the importance of outside sources of technical information, and because of the relatively small proportion of technically-trained French-speaking people. This is reflected in Table 3.5.4.1.2, which shows that the exclusive use of French on shop drawings in Quebec is restricted to the four Regional FCQ firms. However, some idea of the gradually increasing use of French is given by the fact that five firms (only one of which is FCQ) now use both languages in their operations in Quebec. Only two of these are Regional firms.

Instruction Manuals

The general purpose of instruction manuals is to translate technical factors relating to a production process or a specialized piece of equipment into operating rules and procedures for the use of operating employees and supervision. In most cases, the background technical information is originally expressed in English as it comes from the manufacturer of special equipment, or an associate company, or a firm

TABLE 3.5.4.1.2

(41 Large Firms)

INTRAFIRM COMMUNICATIONSHOP DRAWINGSALL FIRMS

Language Used	Region	Ownership-Location Type							
		<u>ECQ</u>	<u>ECQ</u>	<u>ECC</u>	<u>FotPrQ</u>	<u>UKQ</u>	<u>USQ</u>	<u>USC</u>	<u>TOTAL</u>
-----Number of Firms-----									
English Only	All Canada	-	11	2	2	3	6	2	26
Both English & French either separately or together (English elsewhere, if applicable)	Quebec Only	1	2	-	-	1	1	-	5
Both English & French either separately or together	All Canada	1	-	-	-	-	-	-	1
French Only (English elsewhere, if applicable)	Quebec Only	4	-	-	-	-	-	-	4
Not Applicable		<u>-</u>	<u>-</u>	<u>2</u>	<u>1</u>	<u>1</u>	<u>-</u>	<u>1</u>	<u>5</u>
TOTAL		6	13	4	3	5	7	3	41

41

of engineering consultants specializing in process design - or even the company's own engineering department. The easiest and least expensive procedure, then, is to write the instruction manual in English, also. Where translation into French is necessary to ensure clear understanding of the manual's contents, an additional expense is incurred.¹ In most cases, the burden of translation is undertaken by the firm's own technical staff because it is usually found that if the translation is done outside, by people who are not familiar with the firm's own processes, errors and misunderstandings arise which reduce the usefulness of the manual. Additional problems often arise because for many technical terms there is no known French equivalent, or if there is, the wording is not familiar in Canada.

Table 3.5.1.1.3 shows that, despite the difficulties and expense involved in translation, most firms in the sample provide manuals in both French and English for their employees. Twenty-two out of 39 firms do so in Quebec, and an additional two (1 ECQ and 1 USQ) extend the practice to all their operations in Canada. Ten firms (including 2 ForFrQ) provide instruction manuals only in English, and five (all FCQ) provide them only in French, in Quebec.

Among Regional firms, a relatively greater number of firms provide manuals in French. Here, four firms (all FCQ) use French, only, seven use both languages and five (2 ForFrQ, 2 USQ and 1 ECQ) use only English.

(1) Several people reported to us that French-speaking employees often prefer to use the English-language manual in order to improve their comprehension of English. Sometimes, but not as often, English-speaking employees use the French manual for similar purposes.

TABLE 3.5.4.1.3

(41 Large Firms)

INTRA FIRM COMMUNICATIONINSTRUCTION MANUALSALL FIRMS

Language Used	Region	Ownership-Location Type							
		ECQ	ECQ	ECC	ForFrQ	UKQ	USQ	USC	TOTAL
-----Number of Firms-----									
English Only	All Canada	-	2	1	2	-	4	1	10
Both English & French either separately or together (English elsewhere, if applicable)	Quebec Only	1	10	2	-	5	2	2	22
Both English & French either separately or together	All Canada	-	1	-	-	-	1	-	2
French Only (English elsewhere, if applicable)	Quebec Only	5	-	-	-	-	-	-	5
Not Applicable		-	-	1	1	-	-	-	2
TOTAL		6	13	4	3	5	7	3	41

Training Manuals

Training manuals, which are designed principally for the use of new employees or employees starting new jobs, usually relate to a wider scope of the firm's operations than do instruction manuals, and they are less technical. Also, a given training manual is generally used only once by an employee, whereas instruction manuals are used for continuing reference. Thus, the language used in a training manual tends to have a greater impact on an employee at a time when he is less familiar with the job and the company.

Table 3.5.1.1.4 shows that, although fewer firms are involved, a relatively greater number of training manuals is available in both languages than is the case with instruction manuals. As suggested above, this is probably due to two factors: (1) the degree of bilingual ability expected of new employees is lower, and (2) influences which tend to induce the use of English are less powerful.

Of the 29 firms which use training manuals, 16 provide them in both languages in Quebec and five more extend this practice to all operations in Canada. Three (all FCQ) use only French in Quebec and five (2 ECC, 2 USQ and 1 USC) use only English.

Among Regional firms, the practice of providing manuals in French is more widespread, although in six cases out of nine, manuals in both languages are available.

TABLE 3.5.4.1.4

(41 Large Firms)

INTRA FIRM COMMUNICATION

TRAINING MANUALS

ALL FIRMS

<u>Language Used</u>	<u>Region</u>	<u>Ownership-Location Type</u>							<u>TOTAL</u>
		<u>FCQ</u>	<u>ECQ</u>	<u>ECC</u>	<u>ForFrQ</u>	<u>UKQ</u>	<u>USQ</u>	<u>USC</u>	
-----Number of Firms-----									
English Only	All Canada	-	-	2	-	-	2	1	5
Both English & French either separately or together (English elsewhere, if applicable)	Quebec Only	1	8	1	-	2	2	2	16
Both English & French either separately or together	All Canada	-	1	-	-	2	2	-	5
French Only (English elsewhere, if applicable)	Quebec Only	3	-	-	-	-	-	-	3
Not Applicable		<u>2</u>	<u>4</u>	<u>1</u>	<u>3</u>	<u>1</u>	<u>1</u>	<u>-</u>	<u>12</u>
TOTAL		<u>6</u>	<u>13</u>	<u>4</u>	<u>3</u>	<u>5</u>	<u>7</u>	<u>3</u>	<u>41</u>

3.5.4.2 Forms of Communication Which Affect the Employee Personally

Employment Application Forms

Very often, the first communication an employee has with the firm he works for is through the application form, which he must complete. There would be good indication of a firm's failure to adapt to the linguistic abilities of its employees if, for example, an English-language firm offered application forms in English to French-speaking people.

In fact, as Table 3.5.4.2.1 indicates, the degree of adaptation is very high. Of the 41 firms represented, 33 offer forms in both languages (sometimes combined on one sheet and sometimes printed separately), and eight of the 33 extend the practice to all locations in Canada. Only one firm (USQ) has application forms only in English in Quebec, while seven (5 FCQ, 1 UKQ and 1 USQ) offer only French-language forms in Quebec.

Apparently, any lack of adaptation that is to be found is in the direction of French into English, not English into French. This may be because the seven firms concerned do not anticipate a sufficient number of applications from English-speaking people to warrant printing standard forms.

Booklets Describing Employee Benefits

Once hired, an employee's evaluation of the firm's willingness to recognize the importance of his mother tongue may be determined by the language which it uses to describe certain elements of the employment agreement which are important to him personally. This would include such elements as the pension plan, the group insurance plans, vacation policy and other parts of the industrial relations policy. All firms in

TABLE 3.5 - 2.1

(41 Large Firms)

INTRAFIRM COMMUNICATIONEMPLOYMENT APPLICATION FORMSALL FIRMS

<u>Language Used</u>	<u>Region</u>	<u>Ownership-Location Type</u>							
		<u>FCQ</u>	<u>ECQ</u>	<u>ECC</u>	<u>ForFrQ</u>	<u>UKQ</u>	<u>USQ</u>	<u>USC</u>	<u>TOTAL</u>
-----Number of Firms-----									
English Only	All Canada	-	-	-	-	-	1	-	1
Both English & French either separately or together (English elsewhere, if applicable)	Quebec Only	1	11	4	2	2	3	2	25
Both English & French either separately or together	All Canada	-	2	-	1	2	2	1	8
French Only (English elsewhere, if applicable)	Quebec Only	5	-	-	-	1	1	-	7
Not Applicable		-	-	-	-	-	-	-	-
TOTAL		6	13	4	3	5	7	3	41

the sample print booklets describing such employee benefits and, as indicated in Table 3.5.4.2.2, all but one (USC) offer them in French in Quebec. All but five (FCQ) offer them in English also. Of the 35 firms having booklets in both French and English (either combined or printed separately), 11 make them available in all their operations in Canada. All Regional firms have booklets available in French and all but five (FCQ) have them available in English as well.

Certificates of Employee Benefits

Certificates of employee benefits include such documents as the "official" copy of the group life assurance policy and the group accident insurance policy. Very often, they are made available (at least as to text) by the insurance firms with which the policies are held.

Here again, all 41 firms give such certificates to their employees (see Table 3.5.4.2.3). Two (1 USQ and 1 USC) offer them only in English in Quebec and four (all FCQ) offer them only in French. The 35 other firms, including 15 which extend the practice all across Canada, offer certificates in both languages. Of the 16 Regional firms, 12 have certificates in both English and French and 4 (FCQ) have them in French, only.

Employee Identification Cards and Badges

It might be supposed that an employee would be particularly sensitive to his company's lack of adaptation to language differences if he had to wear a badge or carry a card identifying him in a language other than his own. In fact, many firms avoid the problem of bilingualism on badges and cards by restricting their content to the employee's name, number and (sometimes) his picture, as well as the name of the company.

TABLE 3.5.4.2.2

(41 Large Firms)

INTRAFIRM COMMUNICATION

BOOKLETS DESCRIBING EMPLOYEE BENEFITS

ALL FIRMS

Language Used	Region	Ownership-Location Type							
		FCQ	ECQ	ECC	ForFrQ	UKQ	USQ	USC	TOTAL
-----Number of Firms-----									
English Only	All Canada	-	-	-	-	-	-	1	1
Both English & French either separately or together (English elsewhere, if applicable)	Quebec Only	-	11	3	2	2	4	2	24
Both English & French either separately or together	All Canada	1	2	1	1	3	3	-	11
French Only (English elsewhere, if applicable)	Quebec Only	5	-	-	-	-	-	-	5
Not Applicable		-	-	-	-	-	-	-	-
TOTAL		6	13	4	3	5	7	3	41

TABLE 3.5.4.2.3

(41 Large Firms)

INTRAFIRM COMMUNICATION

CERTIFICATES OF EMPLOYEE BENEFITS

ALL FIRMS

Language Used	Region	Ownership-Location Type							
		FCQ	ECQ	ECC	ForFrQ	UKQ	USQ	USC	TOTAL
-----Number of Firms-----									
English Only	All Canada	-	-	-	-	-	1	1	2
Both English & French either separately or together (English elsewhere, if applicable)	Quebec Only	1	8	3	2	2	2	2	20
Both English & French either separately or together	All Canada	1	5	1	1	3	4	-	15
French Only (English elsewhere, if applicable)	Quebec Only	4	-	-	-	-	-	-	4
Not Applicable		-	-	-	-	-	-	-	-
TOTAL		6	13	4	3	5	7	3	41

At least 16 firms in our sample either pursue such a practice, or else do not use identification cards or badges at all. These could not reply to our question as to the language(s) used.

Of the 25 firms able to specify which language or languages are used on identification cards and badges, six (including one FCQ) use only English in Quebec, six (including one UKQ) use only French, and the remaining 13 use both languages either together or separately. Among Regional firms, five use only French, three use only English and four use both. Table 3.5.4.2.4 shows the details.

Union Contracts

In addition to filing official copies of their union contract with the Quebec Labour Relations Board, most companies make printed copies available to employees. As Table 3.5.4.2.5 indicates, all firms in the sample except one (USC) make booklets available in French in Quebec, and all but nine have them in English also. Of the nine which print booklets only in French, 5 are FCQ, 2 are ForFrQ, 1 is ECQ and 1 is UKQ. A relatively large proportion of sample firms (38 out of 41) have union agreements.

Six of the 14 Regional firms reporting do not have copies of the union contract printed in English. The remaining eight offer both languages.

The language used in the union contract is a good measure of the adaptation of firms to the language preferences of wage-roll employees. From our data, it appears that adaptation with respect to French-speaking employees is very high, but that it is quite low with respect to English-speaking employees - particularly in firms where the language of owner-

TABLE 3.5.4.2.4

(41 Large Firms)

INTRA FIRM COMMUNICATION

EMPLOYEE IDENTIFICATION CARDS AND BADGES

ALL FIRMS

Language Used	Region	Ownership-Location Type							
		FCQ	ECQ	ECC	ForFrQ	UKQ	USQ	USC	TOTAL
-----Number of Firms-----									
English Only	All Canada	1	3	1	-	1	-	-	6
Both English & French either separately or together (English elsewhere, if applicable)	Quebec Only	1	5	1	-	-	2	2	11
Both English & French either separately or together	All Canada	-	-	-	-	-	2	-	2
French Only (English elsewhere, if applicable)	Quebec Only	3	-	-	2	1	-	-	6
Not Applicable		<u>1</u>	<u>5</u>	<u>2</u>	<u>1</u>	<u>3</u>	<u>3</u>	<u>1</u>	<u>16</u>
TOTAL		6	13	4	3	5	7	3	41

TABLE 3.5 4.2.5

(41 Large Firms)

INTRAFIRM COMMUNICATIONUNION CONTRACTSALL FIRMS

Language Used	Region	Ownership-Location Type							
		FCQ	ECQ	ECC	ForFrQ	UKQ	USQ	USC	TOTAL
-----Number of Firms-----									
English Only	All Canada	-	-	-	-	-	-	1	1
Both English & French either separately or together (English elsewhere, if applicable)	Quebec Only	-	12	3	-	4	6	1	26
Both English & French either separately or together	All Canada	-	-	1	-	-	1	-	2
French Only (English elsewhere, if applicable)	Quebec Only	5	1	-	2	1	-	-	9
Not Applicable		<u>1</u>	<u>-</u>	<u>-</u>	<u>1</u>	<u>-</u>	<u>-</u>	<u>1</u>	<u>3</u>
TOTAL		7	13	4	3	5	7	3	41

ship is French. It is likely, however, that the number of English-speaking employees in these firms is quite small.

3.5.4.3 Forms of General Communication With All Employees

Notices to Employees

General notices to employees, which may relate to any of a great number of subjects, can take the form of memoranda posted on the bulletin board in the workplace or cafeteria, or they can be printed in a number of copies and distributed to each employee individually - for example, in his pay envelope. In this context, however, we shall exclude general notices which are printed in the employee newspaper, since that medium is treated separately later in this section.

In this instance again, as shown in Table 3.5.4.3.1, the degree of adaptation towards French is significantly higher than it is towards English, although most firms (30 out of 41) use both languages. One firm (UKQ) uses only English, while ten firms (6 FCQ and one each, ECC, ForFrQ, UKQ and USQ) use only French in their operations in Quebec. Interestingly, four of these ten are National firms. Among the 16 Regional firms, six use only French and ten use both languages.

Safety Posters

It can be observed (not altogether facetiously) that safety posters and direction signs constitute a major part of the decoration of many manufacturing plants. Certainly, they are among the first things noticed by a new employee or a visitor, and their very ubiquity means that, at least on the surface, they contribute a great deal to whatever atmosphere of bilingualism there may be present in the work environment.

On the other hand, the deliberate practices of a given firm can be affected by the fact that most safety posters are purchased from commercial organizations which specialize in supplies related to this area,

TABLE 3.5.4.3.1

(41 Large Firms)

INTRAFIRM COMMUNICATIONNOTICES TO EMPLOYEESALL FIRMS

Language Used	Region	Ownership-Location Type							
		<u>ECQ</u>	<u>ECQ</u>	<u>ECC</u>	<u>ForFrQ</u>	<u>UKQ</u>	<u>USQ</u>	<u>USC</u>	<u>TOTAL</u>
		-----Number of Firms-----							
English Only	All Canada	-	-	-	-	1	-	-	1
Both English & French either separately or together (English elsewhere, if applicable)	Quebec Only	-	12	3	2	3	6	3	29
Both English & French either separately or together	All Canada	-	1	-	-	-	-	-	1
French Only (English elsewhere, if applicable)	Quebec Only	6	-	1	1	1	1	-	10
Not Applicable		-	-	-	-	-	-	-	-
TOTAL		6	13	4	3	5	7	3	41

and most of the standard posters which they offer in Quebec are bilingual. Unilingual English and unilingual French posters are available also, but the firm would have to go out of its way, as it were, to specify them.

Table 3.5.4.3.2 shows that 24 out of 40 firms use bilingual safety posters in Quebec, and four more extend this practice to all their operations in Canada. Twelve use only French and none use only English, in Quebec. On both Regional and National scales, English-language firms tend towards bilingualism, while French-language firms tend towards the exclusive use of French.

Direction and Other Signs

Table 3.5.4.3.3 shows that, with respect to direction and other signs used in the workplace, most firms (26 out of 37) employ both English and French. One (ForFrQ) uses only English and ten use only French in Quebec.

This report applies only to those signs in which wording is used. The most common practice, however (in unilingual as well as bilingual regions), is to employ simple symbolic or pictorial representation wherever possible.

Employee Newspaper

Only 26 of the 41 firms in the sample publish an employee newspaper. Of these, all but two print it in both English and French. One UKQ firm uses only English and one FCQ firm uses only French in Quebec.

The number of firms (8) which make both languages available at all operations in Canada is quite high, considering some of the difficulties

TABLE 3.5.4.3.2

(41 Large Firms)

INTRAFIRM COMMUNICATION

SAFETY POSTERS

ALL FIRMS

Language Used	Region	Ownership-Location Type							
		FCQ	ECQ	ECC	ForFrQ	UKQ	USQ	USC	TOTAL
-----Number of Firms-----									
English Only	All Canada	-	-	-	-	-	-	-	-
Both English & French either separately or together (English elsewhere, if applicable)	Quebec Only	1	9	3	1	5	3	2	24
Both English & French either separately or together	All Canada	-	2	-	1	-	1	-	4
French Only (English elsewhere, if applicable)	Quebec Only	5	2	1	1	-	3	-	12
Not Applicable		-	-	-	-	-	-	1	1
TOTAL		6	13	4	3	5	7	3	41

TABLE 3.5.4.3.3

(41 Large Firms)

INTRAFIRM COMMUNICATION

DIRECTION & OTHER SIGNS

ALL FIRMS

Language Used	Region	Ownership-Location Type							
		ECQ	ECQ	ECC	ForFrQ	UKQ	USQ	USC	TOTAL
-----Number of Firms-----									
English Only	All Canada	-	-	-	1	-	-	-	1
Both English & French either separately or together (English elsewhere, if applicable)	Quebec Only	1	10	1	-	4	4	2	22
Both English & French either separately or together	All Canada	-	2	1	-	-	1	-	4
French Only (English elsewhere, if applicable)	Quebec Only	4	-	1	2	1	2	-	10
Not Applicable		<u>1</u>	<u>1</u>	<u>1</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1</u>	<u>4</u>
TOTAL		<u>6</u>	<u>13</u>	<u>4</u>	<u>3</u>	<u>5</u>	<u>7</u>	<u>3</u>	<u>41</u>

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involved, which were reported to us in our interviews. Although no breakdown is available, we would assume that in the majority of these eight cases, separate English and French versions are available, at the employee's option, because apparently, "mixing" articles in each language in the same copy is not well received by either French- or English-speaking employees - especially the latter. The use of a common copy, therefore, tends to be confined to cases where the expense of separate printing is too high, or where the company deliberately sets out to encourage bilingualism through this means. Even so, whenever the two languages are combined, the texts are often segregated and printed back-to-back, the layout being such that both covers are "front covers," and the textual material follows - all in the same language - until the middle page is reached. Very often, the same procedure is followed in printing booklets of employee benefits.

TABLE 3.5.4.3.4

(41 Large Firms)

INTRAFIRM COMMUNICATION

EMPLOYEE NEWSPAPER

ALL FIRMS

Language Used	Region	Ownership-Location Type							
		FCQ	ECQ	ECC	ForFrQ	UKQ	USQ	USC	TOTAL
-----Number of Firms-----									
English Only	All Canada	-	-	-	-	1	-	-	1
Both English & French either separately or together (English elsewhere, if applicable)	Quebec Only	2	7	1	1	1	3	1	16
Both English & French either separately or together	All Canada	-	1	2	-	-	3	2	8
French Only (English elsewhere, if applicable)	Quebec Only	1	-	-	-	-	-	-	1
Not Applicable		<u>3</u>	<u>5</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>1</u>	<u>-</u>	<u>15</u>
TOTAL		<u>6</u>	<u>13</u>	<u>4</u>	<u>3</u>	<u>5</u>	<u>7</u>	<u>3</u>	<u>41</u>

3.6 PURCHASING

Two of the most important areas of contact which a manufacturing firm has with the business world surrounding it are marketing (discussed in the following section) and procurement. In both these areas, the commonly-held precept is that, all other things being equal, the customer is king, and that his preferences determine what practices will be used in carrying out all transactions. In the current context, this could be taken to mean that the language of business will be the language of ownership of the purchasing firm.

Where competition between sellers is keen, there is indeed a tendency to accommodate the buyer in this way, but in fact all other things are not equal - especially in industrial selling. Material shortages, or special requirements, or the existence of only one or two principal suppliers, or a relatively small order size (compared with other buyers) - all lead to a reduction in the degree of competition between sellers, and may in fact induce competition between buyers. Again, the mother tongue of the person actually responsible for making a purchase need not be the same as that of ownership or management, although orders or supply contracts involving relatively large amounts of money often go to senior management at the time of final negotiation. Another factor may be the degree of importance which must be attached to technical features. In general, the greater the technical orientation of specifications or conditions of purchase, the more reliance must be placed on the technology of the industry, which may be national or international in scope. As noted in earlier sections, this involves the use of English both inside and outside the firm.

In any event, industrial buyers cannot usually put matters of personal preference, such as language, in first place. Other factors, including cost, quality, availability on a continuing basis, terms of credit and reciprocal business must come first. The majority of officers of French-language firms, in fact, feel that the language used is only incidental. Most of their men are bilingual in any case, and those who are not reported that the language problem can be solved easily enough through the use of bilingual people in either the buying or the selling firm.

Among English-language firms, practices regarding language take a somewhat different turn. For large orders, the conditions favouring the use of English, described above, hold with greater force, but it is often the policy to channel as many small orders as possible through purchasing offices located in manufacturing plants. Emphasis is usually placed on buying locally whenever possible. For plants located in Quebec, this involves dealing with local merchants, many of whom are French-speaking, and efforts are made to ensure that plant purchasing agents can speak French to them. Both of these parts of policy - buying locally and buying in French, especially in Quebec outside of Montreal - are considered to be essential in maintaining good public relations.

3.6.1 French-Language Requirement on Purchasing Personnel

Table 3.6.1 summarizes the French-language requirement on purchasing personnel. Of the 22 firms (out of 41) which maintain purchasing offices in Quebec outside of Montreal, ten consider it a necessity for employees in those offices to be able to speak French in dealing with suppliers, and six more consider it to be a significant advantage. Only one firm (ECQ) considers it not to be important. Among the ten firms considering ability in French to be a necessity are: 1 FCQ, 4 ECQ, 1 ECC, 1 ForFrQ, 1 UKQ and 2 USQ.

In Montreal, where bilingualism is more prevalent, 32 firms operate purchasing offices. Of these, six firms (5 FCQ and 1 ECQ) consider ability in French a necessity, and ten (1 FCQ, 3 ECQ, 2 ECC, 1 ForFrQ, 2 UKQ and 1 USC) consider it a significant advantage in dealing with suppliers. Only three firms (all USQ) feel that ability to speak French is not important.

In Ontario, one USC firm feels it is a necessity for purchasing personnel to speak French, and one other USC firm believes that it is a significant advantage. (This follows from a policy of centralizing purchasing at head office.) In 20 out of 26 purchasing offices, however, the ability to speak French is considered to be not important. Similarly, in the Atlantic and Western provinces, the ability of purchasing personnel to speak French is considered to be a minor advantage, at best, and of no importance in most cases.

In summary, it appears that most English-language firms adapt well to the use of French in purchasing transactions in Quebec - particularly in those parts of the province outside of Montreal. Of the ten firms

considering it a necessity for purchasing personnel to be able to speak French, only two are FCQ or ForFrQ.

TABLE 3.6.1

(41 Large Firms)

PURCHASING

IMPORTANCE OF ABILITY TO SPEAK FRENCH
IN DEALING WITH SUPPLIERS

(for Personnel in Purchasing Units in Various Regions)

Location Of Purchasing Unit	French-language Requirement				TOTAL
	<u>A Necessity</u>	<u>A Significant Advantage</u>	<u>A Minor Advantage</u>	<u>Not Important</u>	
	-----Number of Purchasing Units-----				
Atlantic Provinces	-	-	2	5	7
Quebec Excl. Montreal	10	6	5	1	22
Metropolitan Montreal	6	10	13	3	32
Ontario	1	1	4	20	26
Western Provinces	-	-	2	10	12

3.6.2 English-Language Requirement on Purchasing Personnel

Table 3.6.2 shows the other side of the coin - the importance given to the ability of purchasing personnel to speak English in dealing with suppliers. Here we find that, for purchasing offices in every region, most firms consider ability in English to be a necessity. Of the five firms which consider it to be not a necessity, but a significant advantage, in Quebec outside of Montreal, 2 are ECQ, 1 is ECC, 1 is ForFrQ and 1 is USQ. Four firms (1 ECC, 2 USQ and 1 USC) believe ability in English is a significant advantage in purchasing offices in Montreal. All FCQ firms consider that the ability to speak English is a necessity in all regions.

TABLE 3.6.2

(41 Large Firms)

PURCHASING

IMPORTANCE OF ABILITY TO SPEAK ENGLISH
IN DEALING WITH SUPPLIERS

(for Personnel in Purchasing Units in Various Regions)

Location Of Purchasing Unit	<u>English-language Requirement</u>				<u>TOTAL</u> ¹
	<u>A Necessity</u>	<u>A Significant Advantage</u>	<u>A Minor Advantage</u>	<u>Not Important</u>	
	-----Number of Purchasing Units-----				
Atlantic Provinces	9	-	-	-	9
Quebec Excl. Montreal	18	5	-	-	23
Metropolitan Montreal	29	4	-	-	33
Ontario	21	-	-	-	21
Western Provinces	12	-	-	-	12

(1) The total number of purchasing offices in each region is not the same here as in Table 3.6.1 (French-Language Ability of Purchasing Personnel) because not all firms considered that both questions applied to all purchasing offices.

3.6.3 Language Used in Written Forms

Although most communication between buyer and seller is oral (and, as outlined above, the majority of firms ensure that purchasing personnel can adapt well to their environment in this regard), the final purchase agreement is usually put in written form. In many cases, the language used in documents is English, either because copies must go to head office outside of Quebec, or because of technical factors involved in specifications. Table 3.6.3 summarizes practices with respect to the language used in written or printed forms. A distinction is made between order forms and conditions of purchase (which can be standardized and, if warranted, printed in both French and English), specifications (which reflect technological constraints to a greater degree) and miscellaneous correspondence (which is usually specific to a given case and can therefore offer more flexibility in the selection of language).

Most firms use only English in order forms (27 out of 41) and conditions of purchase forms (26 out of 41). A slightly higher proportion (29 out of 41) use only English in specifications. For miscellaneous correspondence, most firms (25 out of 41) use either English or French.

Only one firm (Regional FCQ) uses only French in its forms and specifications. However, another FCQ firm (also Regional) uses only English in order forms and conditions of purchase forms. In all other cases, FCQ firms use both languages. Among ForFrQ firms, none use only French and half use only English.

For all documents except miscellaneous correspondence, the use of English, only, is dominant in ECQ, ECC, USQ and USC firms. In each of these groups, however, there is at least one firm which uses both languages.

TABLE 3.6.3
(41 Large Firms)

PURCHASING

LANGUAGE USED IN WRITTEN COMMUNICATION WITH SUPPLIERS

Ownership- Location Type	Language Used	Type Of Written Document			
		Conditions Of			Miscellaneous
		Order Forms	Purchase Forms	Specifications	Correspondence
-----Number of Firms-----					
FCQ	English Only	1	1	-	-
	French Only	1	1	1	-
	Both Languages	4	4	5	6
ECQ	English Only	11	10	12	2
	French Only	-	-	-	-
	Both Languages	2	3	1	11
ECC	English Only	3	3	3	2
	French Only	-	-	-	-
	Both Languages	1	1	1	2
ForFrQ	English Only	1	1	2	-
	French Only	-	-	-	-
	Both Languages	2	2	1	3
UKQ	English Only	2	2	2	2
	French Only	-	-	-	-
	Both Languages	3	3	3	3
USQ	English Only	6	6	7	7
	French Only	-	-	-	-
	Both Languages	1	1	-	-
USC	English Only	3	3	3	3
	French Only	-	-	-	-
	Both Languages	-	-	-	-
TOTAL	English Only	27	26	29	16
	French Only	1	1	1	-
	Both Languages	<u>13</u>	<u>14</u>	<u>11</u>	<u>25</u>
		41	41	41	41

3.7 MARKETING

The policies and practices of a firm in the area of Marketing, as in any other area, are determined partly by the type of market in which it operates, and partly by the attitudes, habits and methodology of management as evidenced by the firm's adaptation to its environment. The market (that is, the kind of products the firm elects to manufacture and sell, and the kind of buyers to whom they are sold) is itself not a factor which is externally generated and accepted by the firm as given and fixed. Normally, it is partly determined by external factors such as existing business opportunities, and partly determined by the firm itself in such a way as to make best use of the resources it has at its command. The market may be defined geographically, or by type of product, or by type of buyer. Resources include technology and access to capital funds, as well as labour, materials and energy.

With regard to the business opportunities which exist, we should, to be more precise, consider only those opportunities which management perceives to exist or, within that range, those opportunities which it elects to pursue. The latter determinant is more meaningful in an operational sense and we note, in selecting it, that we have progressed from external to internal influences. Thus, the kind of business in which a firm engages, and its extent (defined for present purposes in a Marketing framework) may reflect ethnic, cultural, or language differences between management groups as well as economic or material considerations.

3.7.1 Pattern of Sales

Table 3.7.1.1 shows the percentage breakdown of sales of sample firms in each ownership-location group by type of purchaser (namely: Industrial

TABLE 3.7.1.1

(41 Large Firms)

MARKETING

BREAKDOWN OF SALES
BY TYPE OF PURCHASER

A L L F I R M S

<u>Ownership- Location</u>	<u>No. Firms</u>	<u>Industrial Sales</u>	<u>General Public</u>	<u>Government & Institutions</u>	<u>Const. & Building</u>	<u>Other</u>
		-----Per Cent. ¹ -----				
FCQ	6	12.4	75.0	4.2	8.3	0.0
ECQ	13	58.0	26.6	4.6	5.1	5.7
ECC	4	24.1	67.9	5.4	1.3	1.3
ForFrQ	3	34.3	27.3	25.0	13.3	0.0
UKQ	5	39.0	57.0	0.8	1.0	2.2
USQ	7	41.7	32.5	8.2	2.0	15.5
USC	<u>3</u>	<u>22.6</u>	<u>56.5</u>	<u>8.1</u>	<u>10.3</u>	<u>2.4</u>
TOTAL	<u>41</u>	<u>41.4</u>	<u>42.0</u>	<u>6.2</u>	<u>5.3</u>	<u>5.1</u>

1. Not weighted as to sales value (sales of all sample firms are given equal weight).

This applies to all tables in this section.

Buyers, the General Public, Government and Institutions, Construction and Building and Other Buyers). Table 3.7.1.2 shows the percentage breakdown by region, including exports to the United States and elsewhere. It should be noted that this and all other tables in the present section are designed to show the relative importance of various parts of the market to sample firms, irrespective of the size of the firms. Therefore, total sales of all sample firms, whether small or large, are given equal weight.

One of the chief functions of these tables is to assist in defining our sample. That is, to the extent that a firm's market is important in determining its policies and practices in any area, the breakdown given here will help to "explain" the characteristics of firms in the various ownership-location groups, documented in other sections. Also, our selection criteria are reflected in the approximately equal emphasis given to sales to industrial buyers and to the general public (41.4 and 42.0 per cent, respectively, for all sample firms), since these figures correspond quite closely to the split by product type between industrial materials and consumer goods.

Within these limits, however, the breakdown of sales for each ownership-location type does give some indication of the market opportunities perceived and grasped by management of firms in that group. In Table 3.7.1.1, we note that FCQ firms place more emphasis on sales to the general public (75.0 per cent) than to industrial buyers (12.4 per cent). There are, of course, some French-language firms engaged in heavy industry, but in general, the drift so far has been towards consumer goods, where the requirements of technology and capital funds are not so stringent, and where economies of (large) scale are not so pronounced. As

shown in Table 3.7.1.2, FCQ firms do nearly 54 per cent of their business (well above average) within the Province of Quebec. This is partly due to the relatively small size of these firms, but it also reflects the fact that those firms engaged in selling consumer goods (which are in the majority) are doubtless taking advantage of their better understanding of French-speaking buyers.

Sales of ECQ firms show an opposite tendency, mainly because the same factors are acting on them in an opposite direction. The proportion of their sales to industrial buyers, most of whom are English-speaking, is higher than for firms of any other ownership-location type (58.0 per cent vs 41.4 per cent for all sample firms), while their sales in Quebec are significantly below average (27.3 per cent vs 33.5 per cent). ECQ firms are also the most export-oriented group (22.3 per cent of total sales vs 16.2 per cent for all sample firms and 6.6 per cent for FCQ firms). Firms in this group comprise several heavy industry and resource-based enterprises, as well as some manufacturers of nationally-known consumer products.

USQ firms exhibit very nearly the same characteristics, with respect to distribution of sales, as ECQ firms, for much the same reasons. That is, because of their access to technology and capital funds, they tend to concentrate on those products for which manufacturing processes are capital-intensive. Many consumer goods (including those offered by firms in this segment of the sample) fall into this category, but industrial goods have an even greater bias in this direction. Among USQ firms, sales to the general public account for 32.5 per cent of total sales, on average, compared to 42.0 per cent for all sample firms. Industrial sales account for 41.7 per cent, and to this we could add (because of the nature

of the product) an additional 15.5 per cent of sales to "Other" buyers. Again, as with ECQ firms, sales to Ontario are larger than to Quebec (35.1 per cent vs 25.7 per cent, Table 3.7.1.2), despite the fact that these firms are Quebec-based, while exports, at 20.3 per cent, are well above average and second only to ECQ firms.

English-language firms based elsewhere in Canada but having operations of significant size in Quebec (ECC and USC) sell more to the general public than to industrial buyers (ECC 67.9 per cent and 24.1 per cent, respectively; USC 56.5 per cent and 22.6 per cent, respectively), but this is largely due to the operation of our sampling criteria. Because of the importance of transportation costs and market servicing requirements, firms manufacturing consumer goods tend to disperse their manufacturing operations in accordance with the geographic distribution of large segments of the market. This means that, in general, our sampling requirement of significantly large operations in Quebec has led to the selection of a relatively large proportion of consumer goods producers in these two ownership-location types. Even so, among USC firms particularly, the consumer goods offered tend to be highly technically-oriented. As shown in Table 3.7.1.2, firms in both groups sell less than a third of their output in Quebec (30.3 per cent for ECC, 26.3 per cent for USC) and, in common with most Canadian producers of consumer goods, export very little (7.3 per cent of ECC sales, and only 2.2 per cent of USC sales).

Among ForFrQ firms, a slightly higher proportion of sales is made to industrial buyers than to the general public (34.3 per cent vs 27.3 per cent), while sales to governments and institutions, at 25.0 per cent, are much higher than for any other ownership-location type. Over half

TABLE 3.7.1.1.2

(41 Large Firms)

MARKETING

BREAKDOWN OF SALES
BY REGION

ALL FIRMS

Ownership- Location	Quebec	4 Atlantic Provinces	Ontario	4 Western Provinces	Total Canada	United States	Off- Shore	Total Exports
	-----Per Cent-----							
FCQ	53.8	4.9	24.1	10.5	93.4	5.3	1.3	6.6
ECQ	27.3	4.8	32.2	13.5	77.7	15.2	7.1	22.3
ECC	30.3	6.8	43.4	12.3	92.7	2.5	4.8	7.3
ForFrQ	57.3	5.4	18.2	10.2	91.0	5.7	3.3	9.0
UKQ	40.1	4.2	27.8	8.8	80.9	12.1	7.0	19.1
USQ	25.7	4.5	35.1	14.5	79.7	13.0	7.2	20.3
USC	26.3	8.4	38.3	24.7	97.8	0.8	1.4	2.2
TOTAL	33.5	5.2	31.7	13.4	83.8	10.7	5.5	16.2

(57.3 per cent) of all sales are made in Quebec. Although, as discussed in other sections, the internal language of business of firms in this group is mixed, the incidence of English, which is higher than might be expected, may be partly due to the importance of sales to industrial buyers, as well as the requirements of manufacturing technology.

Sales of UKQ firms to industrial buyers, at 39.0 per cent, are nearly as high as average for all sample firms, but sales to the general public are much higher, at 57.0 per cent. The difference is the relatively small proportion of sales to all other buyers. In line with the preponderance of consumer goods manufacturers, sales in Quebec are relatively high, at 40.1 per cent. Exports, consisting mainly of industrial materials, are third highest, at 19.1 per cent.

In summary, we note that the Quebec market is relatively significant for FCQ, ForFrQ and UKQ firms, and that the consumer market is relatively important for FCQ, ECC, UKQ and USC firms. Combining these to obtain a very rough measure of the relative significance of the French-speaking market, we find that the only two groups of firms which occur in both lists above are FCQ and UKQ.

If we restrict the analysis to firms principally engaged in the manufacture of consumer goods, we can obtain a somewhat better estimate of sales to French-Canadian buyers, based on the proportion of total sales taken by buyers in Quebec, the reported percentage distribution of sales between Montreal and Other Quebec and estimates of the proportion of French-speaking buyers in each of these two regions. Table 3.7.1.3 shows a listing of 15 manufacturers of consumer goods, ranked in order of estimated percentage of total sales going to French-Canadian buyers,

TABLE 3.7.1.3

(Large Firms)

RELATIVE IMPORTANCE OF SALES TO FRENCH-CANADIAN BUYERS

15 MANUFACTURERS OF CONSUMER GOODS

<u>Rank</u>	<u>Ownership-Location</u>	<u>Sales To French-Canadians As Per Cent Of Total</u>
1	FCQ	77
2	ECQ	63
3	FCQ	54
4	UKQ	47
5	ECC	36
6	ECQ	34
7	ECC	32
8	FCQ	30
9	ECC	27
10	FCQ	27
11	UKQ	26
12	USQ	24
13	USC	22
14	USQ	21
15	ECQ	5

in Quebec, with the ownership-location type indicated for each. There are at least two firms of each ownership-location type in the list (except USC (1) and ForFrQ (0)). If we take the sum of the two highest ranks for each type, we can obtain a rough summary of the table as follows (the lower the index number, the greater is the relative importance of sales to French-Canadian buyers): FCQ 4, ECQ 8, ECC 12, UKQ 15, USQ 26. Once again, FCQ firms lead the list, although UKQ firms now stand below ECQ and ECC firms. It will be remembered that the first measure related to all firms, while the second includes only manufacturers of consumer goods.

A final measure of the influence of language or ethnicity in markets served by sample firms can be obtained by examining the distribution of Quebec sales between Montreal and Other Quebec. In comparison with the rest of the province, Montreal has a higher percentage of English-speaking residents, and bilingualism is more prevalent. In addition (particularly with respect to industrial materials), most businessmen regard Montreal as a city of national, not provincial, significance.

Table 3.7.1.4 shows, for each ownership-location type, the percentage of total sales made in the Province of Quebec (repeated from Table 3.7.1.2), together with the percentage of total Quebec sales accounted for by the Montreal region. Separate columns show data for firms which are primarily consumer goods manufacturers, and those which are primarily industrial goods manufacturers. Six of the 41 firms fall in the mid-range, and they are not shown separately.

Looking first at the columns showing sales in Quebec as a percentage of total sales, we are struck by the far greater importance of

TABLE 3.7.1.4

(41 Large Firms)

RELATIVE SIGNIFICANCE OF SALES IN THE MONTREAL REGION

Ownership-Location	All Firms			20 Manufacturers Of Industrial Goods			15 Manufacturers Of Consumer Goods		
	Quebec As Per Cent Of Total	Montreal As Per Cent Of Quebec		Quebec As Per Cent Of Total	Montreal As Per Cent Of Quebec		Quebec As Per Cent Of Total	Montreal As Per Cent Of Quebec	
FCQ	53.8	43		52.6	64		54.4	32	
ECQ	27.3	43		21.4	57		41.1	46	
ECC	30.3	38		8.0	*		37.7	38	
ForFrQ	57.3	33		*	*		*	*	
UKQ	40.1	51		17.5	34		45.3	57	
USQ	25.7	57		22.8	48		27.2	50	
USC	26.3	54		*	*		*	*	
TOTAL	33.5	45		28.2	48		41.7	43	

* Insufficient Information (Included in Total).

Quebec as a market for consumer, rather than industrial, goods. For firms of every ownership-location type, Quebec accounts for a higher proportion of sales of consumer goods producers than it does for producers of industrial materials and equipment. Thus, 15 manufacturers of consumer goods rely on Quebec for 41.7 per cent of their sales, while 20 manufacturers of industrial goods sell only 28.2 per cent of their output in Quebec. The latter group, however, make on average 28.7 per cent of their sales in export markets. (The figure of 16.2 per cent for exports, shown in Table 3.7.1.2, is the average for all 41 firms. The comparable average figure for 15 manufacturers of consumer goods is 8.0 per cent).

For the 20 manufacturers of industrial goods, the Montreal region accounts for 48 per cent of total sales in the Province of Quebec. The greatest concentration of sales in the Montreal region (64 per cent) occurs among FCQ firms, and this goes a considerable way toward explaining the relatively great importance of bilingualism in such firms. Sales in the Montreal region are also quite significant (57 per cent) for ECQ firms, although total sales in Quebec are a much smaller proportion (21.4 per cent) than for FCQ firms (52.6 per cent). The "base" of total Quebec sales is also quite small for UKQ manufacturers of industrial goods (17.5 per cent), but it is interesting to note that nearly two-thirds of all Quebec sales are made outside of Montreal. It was discovered in earlier sections that bilingualism is quite prevalent in UKQ firms, and that their adaptation to the use of French is relatively high. Apparently, one reason for this is the relatively great significance to them of markets in predominantly French-speaking areas of Quebec.

The 15 manufacturers of consumer goods sell, on average, 41.7 per cent of their total output in Quebec. Of this, 43 per cent is sold in the Montreal region. UKQ firms in this group (in contrast to UKQ manufacturers of industrial goods, discussed above) concentrate 57 per cent of their Quebec sales in the Montreal region, and this is on top of a relatively high "base" of sales in Quebec, amounting to 45.3 per cent of total. This would appear to modify the conclusion regarding UKQ firms reached earlier. For both FCQ and ECC manufacturers of consumer goods, sales in Quebec outside of Montreal are over 60 per cent of the provincial total. This seems to support the hypotheses advanced earlier - that FCQ firms tend to take advantage of their French-language abilities, and that firms based outside the province tend to adapt to local market conditions. The latter point cannot be verified for USC firms, however, due to lack of sufficient data. For USQ manufacturers of consumer goods, sales in the Montreal region account for half the provincial total - just slightly greater than the proportion of Montreal sales by USQ manufacturers of industrial goods.

3.7.2 Advertising

As discussed in the preceding section, the market in which a firm operates is partly determined for it by external factors such as business opportunities, and partly determined by the firm itself in such a way as to make best use of the resources which it has at its command. Having examined the market patterns which have been developed in a bilingual-bicultural setting by firms in various ownership-location groups, we can now look at some operational factors which may give us some indication of the degree of adaptation of these firms to the language characteristics

of their customers. Chief among these are advertising practices (discussed here) and language ability of sales personnel (Section 3.7.3).

Chart 3.7.2 shows, for 16 manufacturers of consumer goods, the percentage of total advertising expenditures devoted to advertisements in French-language media aimed at the general public,¹ plotted against estimated percentage of total sales taken by French-speaking buyers. Each dot represents one sample firm, and the ownership-location type is shown beside the dot, for reference.

If expenditures on French-language advertising were exactly proportional to sales to French-speaking people, all dots would lie on a 45-degree line extending from the origin. If a firm were devoting less money to French-language advertising than its sales to French-speaking buyers would warrant, the dot representing it would lie below the line. Similarly, if a firm were overemphasizing its French-language advertising, its dot would lie above the line.

As the chart shows, most of the dots are clustered quite closely around the proportional line,² indicating that most firms have adjusted their advertising expenditures to conform well with the pattern of markets facing them.³ Of the 16 firms, nine are "above the line" (that is, expenditure on French-language advertising is more than proportional to sales on French-speaking buyers) and seven are "below." If we postulate a zone (shown on the chart) which allows for ten per cent "error" above

(1) Namely: Television, Radio, Newspapers, Consumer Magazines, Direct Mail and "Other," including samples.

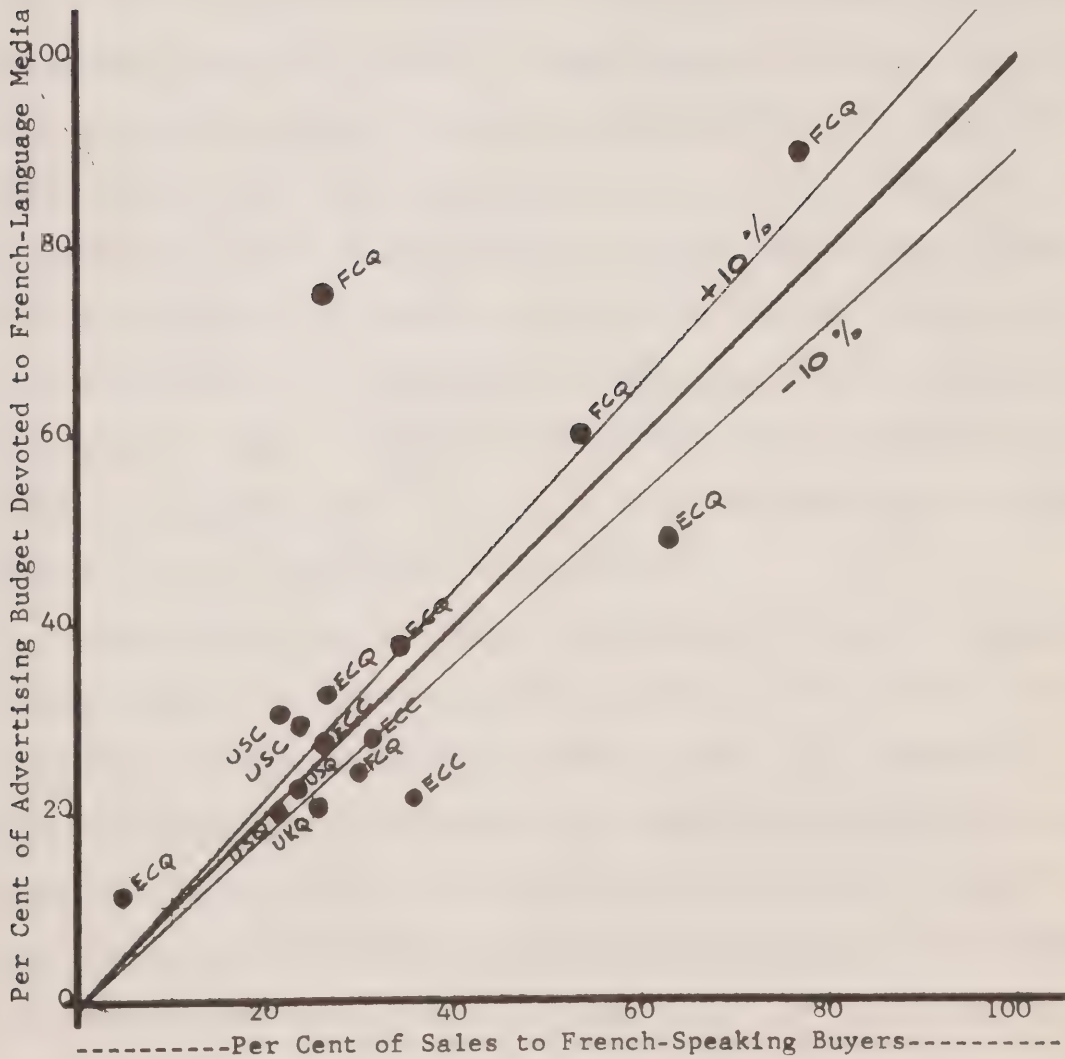
(2) The correlation coefficient between the two variables is 0.75.

(3) Proponents of the effectiveness of advertising might maintain that the cause-effect relationship is the other way around, but we shall not go this far.

STUDY ON CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

CHART 3.7.2
ADVERTISING IN CONSUMER MEDIA

Per Cent of Advertising Budget Devoted to French-Language Media
VS
Per Cent of Sales to French-Speaking Buyers



and below the proportional line, we note that five firms lie within the zone, seven are above it and four are below it. Of the seven firms lying above the zone limit, 3 are FCQ, 2 are ECQ and 2 are USC. The four firms below the zone limit include one each FCQ, ECQ, ECC and UKQ.

There are two reasons why expenditures on French-language advertising might be higher than the proportion of sales to French-speaking buyers might indicate - at least for English-language firms. One is that our measure is in terms of dollars spent by the firm, not advertising effort perceived by the general public. French-language advertising, which is aimed at a smaller number of people, necessarily involves higher unit costs and may even involve higher total costs, due to the frequent need to reconstruct, or at least translate, an advertising message. Often, English-language advertisements can make use of material developed in the United States. The second reason is that manufacturers of consumer goods may have begun to increase their selling effort in French Canada within the past five years or so, in order to take advantage of increasing economic activity and consumer spending power.

Another measure of the degree of adaptation of firms to language and cultural differences in their markets is given by their answer to the question: "Are your advertising messages usually (a) conceived in English and translated into French, (b) conceived in French and translated into English, or (c) conceived separately for both languages?" It might be felt that advertising conceived in one language and translated into another could carry with it a "cultural flavour" that would not suit the tastes of people belonging to the other language group. On the other hand, a firm doing most of its business in a unilingual region of

Canada, or with affiliates in the United States, may find it difficult and expensive to modify its "image" by putting out a series of conceptually different advertisements based on a different language or culture. This would be especially true of firms which benefit from "spill-over" advertising by the parent company in United States magazines and television, received by Canadians of both language groups.

By this measure also, the great majority of sample firms gave evidence of good adaptation to the characteristics of their markets. That is to say, they are more interested in maximizing sales volume than in asserting any one language or culture. Among consumer goods manufacturers, nearly all of those without external constraints either conceive their advertisements separately or, better still, conceive advertisements and advertising campaigns in such a way that the same message can be expressed in either language. This is not too surprising, since very often much of the work is done by advertising agencies which have both French- and English-speaking creative people working for them. Bilingual-bicultural advertising does incur higher costs, though how much higher cannot be estimated. However, the expense is thought to be worthwhile in terms of increased sales.

Consumer goods manufacturers operating under external constraints such as strong links with parent companies outside of Canada, and those that sell a dominant proportion of their output in unilingual areas of Canada, tend to conceive their advertisements in their first language (either English or French) and translate or "adapt" the message into the other language. About two-thirds of the firms manufacturing industrial goods (14 out of 20) follow the same practice, while the remainder con-

ceive separate advertisements in each language.

Responses by 41 sample firms to the question stated above are summarized in Table 3.7.2.1. It should be stressed that many firms (especially consumer goods manufacturers) added that they were not comfortable in any of the extreme positions in which the categories used in the question appeared to put them. Most stated that they did not (and could not) simply "translate" their advertising. Rather, it was "adapted," or "modified," or "interpreted," after having been originally developed in one language or the other.

Four out of six FCQ firms conceive their advertising in French and then translate or adapt it into English. The apparent preference for the language of ownership is higher here than for any other ownership-location group except USC, where two out of three firms conceive advertising in English and translate into French. The reasons are substantially the same: both groups of firms sell a dominant proportion of their output to buyers who speak their own language. It is interesting to note, however, that the remaining two FCQ firms do not follow the middle-of-the-road practice of conceiving advertising separately in each language, but start with English and then translate into French. For both of these firms, sales outside of Quebec account for more than half of total volume. Two out of three ForFrQ firms also use English in the initial stages of development of advertising.

Among the 14 firms which develop separate, though similar, advertising messages in each language, six are ECQ, three are USQ and two are ECC. In each group, firms following this practice account for about half of all firms in the sample.

TABLE 3.7.2.1

(41 Large Firms)

MARKETING

LANGUAGE OF CONCEPTION OF ADVERTISING

Ownership-Location	Number Of Firms	Advertising Conceived In English Translated Into French ¹	Advertising Conceived In French Translated Into English ¹	Advertising Conceived Separately In Each Language	Firm Does Not Advertise
FCQ	6	2	4	0	0
ECQ	13	6	0	6	1
ECC	4	2	0	2	0
ForFrQ	3	2	0	1	0
UKQ	5	2	0	1	2
USQ	7	4	0	3	0
USC	3	2	0	1	0
TOTAL	41	20	4	14	3
TYPE OF PRODUCT					
Consumer Goods	15	4	3	7	1
Industrial Goods	20	13	1	4	2
"Mixed" Cons. & Ind. Goods	6	3	0	3	0

(1) Most firms replied that they do not simply "translate" their advertising, but rather "adapt" or "interpret" it into the other language.

Similarly, seven out of fifteen manufacturers of industrial goods and three out of six manufacturers of both consumer and industrial goods, develop advertising separately in each language.

Among the 20 manufacturers of industrial goods, however, adaptation to French is not as high, due principally to the dominance of English as the language of business in the industrial sector, even in Quebec. Thirteen firms develop advertising in English first and then usually (but not always) translate or adapt the message into French.

3.7.3 Language Ability of Sales Personnel

Although advertising does much to create and maintain a company's "image," the link which it provides between the company and its environment is necessarily indirect. More direct contacts are provided by the company's representatives, and chief among these, in the marketing area, are salesmen. Thus, the language ability of sales personnel offers a good measure of the degree of adaptation of the firm toward language differences among buyers of its products.

A salesman must have bilingual ability if the language of his customers is other than that used within the firm, and/or if his customers belong to both language groups. This is to be expected, and the tables in this section document the fact (if documentation is necessary) quite well. What is perhaps more interesting is the extent to which unilingual French- or English-speaking sales personnel are utilized in various regions in Canada.

Table 3.7.3.0 shows the language ability of sales personnel in each region, employed by all sample firms. The total number of people involved (5,033) is close to the total number of employees earning over

TABLE 3.7.3.0 .

(41 Large Firms)

MARKETING

LANGUAGE ABILITY OF SALES PERSONNEL

OWNERSHIP-LOCATION TYPE: ALL

<u>Region</u>	Number Of Salesmen Qualified To Sell In:			<u>TOTAL</u>
	<u>English Only</u>	<u>French Only</u>	<u>Both Languages</u>	
Atlantic Provinces	304	-	35	339
Quebec	192	47	1,460	1,699
Ontario	1,532	1	172	1,705
Western Provinces	957	-	28	985
Technical Specialists and Salesmen Not Assigned To Any Particular Region	<u>197</u>	<u>-</u>	<u>108</u>	<u>305</u>
TOTAL	<u>3,182</u>	<u>48</u>	<u>1,803</u>	<u>5,033</u>

\$ 5,000 per annum employed in the Marketing functional area (5,044), whose characteristics and job requirements were analyzed in Section 3.2 (Salaried Staff). To some extent this is coincidental, since we are here concerned only with sales personnel (this excludes other jobs in the Marketing area), without restriction as to salary level.

As the table shows, just over 10 per cent of all salesmen in Ontario and the Atlantic Provinces, and 86 per cent of all salesmen in Quebec, are bilingual. Over 11 per cent of salesmen employed in Quebec are unilingual English. All but one of the small number of salesmen who can speak only French are confined to Quebec, where they constitute less than three per cent of all sales personnel in the province. In addition to salesmen employed on a regional basis, there are 305 technical specialists and salesmen not assigned to any particular region. Of these, 108, or 35 per cent, are bilingual.

Subsequent tables in the series (3.7.3.1 to 3.7.3.7) show the breakdown by region for each ownership-location type. In these, we note that 26 of the 48 unilingual French-speaking salesmen are employed by ECC firms. These people, most of whom sell consumer goods and therefore must maintain close ties with the general public, are further removed from head office than are, for example, representatives of ECQ firms, and they doubtless report through regional sales managers who are bilingual. Similarly, most salesmen employed by FCQ firms in areas outside of Quebec are unilingual English. Within Quebec, FCQ firms employ more unilingual English (16) than unilingual French (4) salesmen, due mainly to market factors. However, by far the largest proportion (127 out of 147) are bilingual, as is the case with all other ownership-location groups.

TABLE 3.7.3.1
(41 Large Firms)

MARKETING

LANGUAGE ABILITY OF SALES PERSONNEL

OWNERSHIP-LOCATION TYPE: FCQ

<u>Region</u>	Number Of Salesmen Qualified To Sell In:			<u>TOTAL</u>
	<u>English Only</u>	<u>French Only</u>	<u>Both Languages</u>	
Atlantic Provinces	10	-	6	16
Quebec	16	4	127	147
Ontario	46	-	2	48
Western Provinces	30	-	-	30
Technical Specialists and Salesmen Not Assigned To Any Particular Region	<u>1</u>	<u>-</u>	<u>5</u>	<u>6</u>
TOTAL	<u>103</u>	<u>4</u>	<u>140</u>	<u>247</u>

TABLE 3.7.3.2

(41 Large Firms)

MARKETING

LANGUAGE ABILITY OF SALES PERSONNEL

OWNERSHIP-LOCATION TYPE: ECQ

<u>Region</u>	Number Of Salesmen Qualified To Sell In:			<u>TOTAL</u>
	<u>English Only</u>	<u>French Only</u>	<u>Both Languages</u>	
Atlantic Provinces	51	-	7	58
Quebec	77	2	561	640
Ontario	498	-	55	553
Western Provinces	235	-	6	241
Technical Specialists and Salesmen Not Assigned To Any Particular Region	<u>69</u>	<u>-</u>	<u>21</u>	<u>90</u>
TOTAL	<u>930</u>	<u>2</u>	<u>650</u>	<u>1,582</u>

TABLE 3.7.3.3
(41 Large Firms),
MARKETING

LANGUAGE ABILITY OF SALES PERSONNEL

OWNERSHIP-LOCATION TYPE: ECC

<u>Region</u>	Number Of Salesmen Qualified To Sell In:			<u>TOTAL</u>
	<u>English Only</u>	<u>French Only</u>	<u>Both Languages</u>	
Atlantic Provinces	91	-	9	100
Quebec	17	26	206	249
Ontario	291	-	12	303
Western Provinces	186	-	2	188
Technical Specialists and Salesmen Not Assigned To Any Particular Region	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL	<u>585</u>	<u>26</u>	<u>229</u>	<u>840</u>

TABLE 3.7.3.4

(41 Large Firms)

MARKETING

LANGUAGE ABILITY OF SALES PERSONNEL

OWNERSHIP-LOCATION TYPE: ForFrQ

<u>Region</u>	Number Of Salesmen Qualified To Sell In:			<u>TOTAL</u>
	<u>English Only</u>	<u>French Only</u>	<u>Both Languages</u>	
Atlantic Provinces	22	-	1	23
Quebec	6	10	48	64
Ontario	49	-	1	50
Western Provinces	67	-	-	67
Technical Specialists and Salesmen Not Assigned To Any Particular Region	<u>22</u>	<u>-</u>	<u>24</u>	<u>46</u>
TOTAL	<u>166</u>	<u>10</u>	<u>74</u>	<u>250</u>

TABLE 3.7.3.5

(41 Large Firms)

MARKETINGLANGUAGE ABILITY OF SALES PERSONNELOWNERSHIP-LOCATION TYPE: UKQ

<u>Region</u>	Number Of Salesmen Qualified To Sell In:			<u>TOTAL</u>
	<u>English Only</u>	<u>French Only</u>	<u>Both Languages</u>	
Atlantic Provinces	30	-	5	35
Quebec	2	1	146	149
Ontario	176	1	19	196
Western Provinces	68	-	4	72
Technical Specialists and Salesmen Not Assigned To Any Particular Region	<u>18</u>	<u>-</u>	<u>32</u>	<u>50</u>
TOTAL	<u>294</u>	<u>2</u>	<u>206</u>	<u>502</u>

TABLE 3.7.3.6

(41 Large Firms)

MARKETING

LANGUAGE ABILITY OF SALES PERSONNEL

OWNERSHIP-LOCATION TYPE: USQ

<u>Region</u>	Number Of Salesmen Qualified To Sell In:			<u>TOTAL</u>
	<u>English Only</u>	<u>French Only</u>	<u>Both Languages</u>	
Atlantic Provinces	20	-	6	26
Quebec	48	2	215	265
Ontario	170	-	73	243
Western Provinces	113	-	11	124
Technical Specialists, and Salesmen Not Assigned To Any Particular Region	<u>23</u>	<u>-</u>	<u>14</u>	<u>37</u>
TOTAL	<u>374</u>	<u>2</u>	<u>319</u>	<u>695</u>

TABLE 3.7.3.7

(41 Large Firms)

MARKETING

LANGUAGE ABILITY OF SALES PERSONNEL

OWNERSHIP-LOCATION TYPE: USC

<u>Region</u>	<u>Number Of Salesmen Qualified To Sell In:</u>			<u>TOTAL</u>
	<u>English Only</u>	<u>French Only</u>	<u>Both Languages</u>	
Atlantic Provinces	80	-	1	81
Quebec	26	2	157	185
Ontario	302	-	10	312
Western Provinces	258	-	5	263
Technical Specialists and Salesmen Not Assigned To Any Particular Region	<u>64</u>	<u>-</u>	<u>12</u>	<u>76</u>
TOTAL	<u>730</u>	<u>2</u>	<u>185</u>	<u>917</u>

There is only one unilingual French-speaking salesman employed outside of Quebec (in Ontario, by a UKQ firm) but, as noted above, the number of unilingual English-speaking salesmen employed in Quebec is relatively high. The proportion is over 10 per cent for all ownership-location groups except ECC and UKQ, and rises as high as 18 per cent for USQ firms.

Reference to Table 3.7.3.8 shows that most (104 out of 192) of the unilingual English salesmen employed in Quebec represent manufacturers of industrial goods. For these people, who are in contact with industrial buyers and not the general public, the language of business is English. Conversely, in the same group, only six are unilingual French. Even so, most salesmen of industrial goods in Quebec (368 out of 478, or 77 per cent) are bilingual. The table also shows that about one-fifth of all industrial goods salesmen in Ontario (101 out of 512) and the Atlantic Provinces (10 out of 49) are bilingual, while among technical specialists and salesmen not assigned to any region, 38 per cent (53 out of 139) are bilingual.

The pattern of language ability of consumer goods salesmen, shown in Table 3.7.3.9, corresponds much more closely with regional language patterns, as might be expected. In Quebec, the number of salesmen who speak only French (30) is greater than the number who speak only English (22). By far the greatest number, however (783 out of 835, or 94 per cent), are bilingual. The same tendency is apparent among technical specialists and salesmen not assigned to any particular region. Of these, 41 (67 per cent) are bilingual and 20 (33 per cent) are unilingual English. In regions outside of Quebec, the proportion of salesmen who speak only English is dominant (89 per cent in the Atlantic

TABLE 3.7.3.8

(41 Large Firms)

MARKETING

LANGUAGE ABILITY OF SALES PERSONNEL

OWNERSHIP-LOCATION TYPE: ALL

20 MANUFACTURERS OF INDUSTRIAL GOODS

<u>Region</u>	Number Of Salesmen Qualified To Sell In:			<u>TOTAL</u>
	<u>English Only</u>	<u>French Only</u>	<u>Both Languages</u>	
Atlantic Provinces	39	-	10	49
Quebec	104	6	368	478
Ontario	411	-	101	512
Western Provinces	209	-	17	226
Technical Specialists and Salesmen Not Assigned To Any Particular Region	<u>86</u>	<u>-</u>	<u>53</u>	<u>139</u>
TOTAL	<u>849</u>	<u>6</u>	<u>549</u>	<u>1,404</u>

TABLE 3.7.3.9

(41 Large Firms)

MARKETING

LANGUAGE ABILITY OF SALES PERSONNEL

OWNERSHIP-LOCATION TYPE: ALL

15 MANUFACTURERS OF CONSUMER GOODS

<u>Region</u>	<u>Number Of Salesmen Qualified To Sell In:</u>			<u>TOTAL</u>
	<u>English Only</u>	<u>French Only</u>	<u>Both Languages</u>	
Atlantic Provinces	137	-	17	154
Quebec	22	30	783	835
Ontario	643	-	32	675
Western Provinces	350	-	5	355
Technical Specialists and Salesmen Not Assigned To Any Particular Region	<u>20</u>	<u>-</u>	<u>41</u>	<u>61</u>
TOTAL	<u>1,172</u>	<u>30</u>	<u>878</u>	<u>2,080</u>

Provinces, 95 per cent in Ontario and 98 per cent in the Western Provinces).

Although, in our sample, the number of firms which are predominantly manufacturers of consumer goods is smaller than the number of manufacturers of industrial goods (15 vs 20), the total number of salesmen they employ is significantly greater (2,080 vs 1,404), reflecting the greater emphasis they must place on sales effort. The six firms classified as "Mixed" (more than 25 per cent, but less than 75 per cent of their sales are consumer goods) employ the remaining 1,549 salesmen. For these firms, predictably, the language abilities of their salesmen fall between the two other groups. The proportion of bilingual salesmen in Quebec, for example, is 80 per cent (309 out of 386), compared to 77 per cent for industrial goods manufacturers and 94 per cent for consumer goods manufacturers. Correspondence with regional language patterns is also quite marked, as it is with salesmen representing manufacturers of consumer goods. The details are shown in Table 3.7.3.10.

TABLE 3.7.3.10

(41 Large Firms)

MARKETING

LANGUAGE ABILITY OF SALES PERSONNEL

OWNERSHIP-LOCATION TYPE: ALL

6 MANUFACTURERS OF BOTH INDUSTRIAL AND CONSUMER GOODS ("MIXED")

<u>Region</u>	Number Of Salesmen Qualified To Sell In:			<u>TOTAL</u>
	<u>English Only</u>	<u>French Only</u>	<u>Both Languages</u>	
Atlantic Provinces	128	-	8	136
Quebec	66	11	309	386
Ontario	478	1	39	518
Western Provinces	398	-	6	404
Technical Specialists and Salesmen Not Assigned To Any Particular Region	<u>91</u>	<u>-</u>	<u>14</u>	<u>105</u>
TOTAL	<u>1,161</u>	<u>12</u>	<u>376</u>	<u>1,549</u>

3.8 SHAREHOLDER RELATIONS

Previous sections have examined the extent to which sample firms adapt their practices regarding language to bilingual conditions among their employees, their customers and their suppliers. In the present section, we shall look at some practices which affect shareholders.

In this context, it must be noted, first, that not all sample firms are public corporations. Some are subsidiaries of foreign or other Canadian corporations, and some are private companies. Even among those which are registered as public corporations, ownership of shares may be restricted to a relatively small number of individuals, and the annual meeting, for example, may be a fairly private affair. From many points of view, therefore, comparisons are difficult and the summary tables must be interpreted with caution.

The three areas examined here are: the language used in the annual shareholders' meeting, the language in which the annual report is published, and the language used in share certificates. From a public relations point of view, the annual report has the greatest impact, and share certificates have the least.

3.8.1 Annual Reports

Table 3.8.1 shows, for firms in each ownership-location type, the language or languages in which the annual report is published. Of the 35 firms for which this question is applicable, 14 publish separate French and English versions and eight more publish a combined, bilingual report.

Executive officers of sample firms have reported to us that the public seems to prefer separate versions. Combining both English and French text in one booklet apparently makes it difficult to read, or too bulky, or both. From the point of view of the company, the combined version would be preferred because it costs less to have printed and mailed out and, above all, it requires much less administrative effort in keeping mailing lists up to date. Since shareholders continually come and go, most firms offering separate booklets face the task each year of estimating how many copies will be required in English and how many in French. It is common practice to insert a prepaid postcard in each copy, inviting the shareholder to send for a version in the other language if he so desires. This information is then kept on file and the following year, the appropriate version is mailed the first time. In the case of new shareholders, a guess might be made for each individual, based on his name and address, or a copy either in English or in French might be sent to all of them, along with the postcard insert.

The problem is compounded by the fact that some financial terms are not yet standard in French, and French-speaking shareholders will ask for the English version for that reason. An example of the difficulties which can be encountered in trying to forecast shareholders' preferences

was given to us by executives of one English-language firm which had recently made the decision to publish its annual report in French as well as in English. The report was translated and some 1,500 copies were printed in anticipation of requests for the French version. Requests were received for five. The cost of translation was quite moderate, but printing costs nearly doubled.

Only one firm (FCQ) publishes its annual report only in French. Firms which publish only in English are found in all other ownership-location types (including ForFrQ), with this practice being dominant for USQ and USC firms. Separate French and English versions are published by firms in all ownership-location types (this is the dominant practice for FCQ and ECQ firms), while combined bilingual reports are offered by FCQ, ECQ, ECC and UKQ firms.

TABLE 3.8.1

(41 Large Firms)

SHAREHOLDER RELATIONS

ANNUAL REPORT

(Language Used in Publication)

Language	Ownership-Location Type							
	FCQ	ECQ	ECC	ForFrQ	UKQ	USQ	USC	TOTAL
	-----Number of Firms-----							
English Only	-	3	1	1	1	4	2	12
French Only	1	-	-	-	-	-	-	1
English and French (separate copy for each)	3	5	1	1	2	1	1	14
English and French (combined in same copy)	2	3	1	-	2	-	-	8
TOTAL	6	11	3	2	5	5	3	35

3.8.2 Annual Shareholders' Meeting

The selection of language used at the annual shareholders' meeting reflects, of course, not only the practices of officers of the corporation, but also the language abilities and preferences of the shareholders who attend the meeting. This is especially true in the case of some FCQ firms, the shareholders of which are all French-speaking, and some English-language firms with head offices located outside of Quebec. In the latter case, there may be some shareholders resident in Quebec, but unless their holdings are quite large, or the issues to be raised at the meeting are extraordinary, they are unlikely (whether they are French or English-speaking) to travel a great distance to attend the meeting.

Table 3.8.2 shows that, of the 37 firms for which this question is relevant, 25 use only English at the annual shareholders' meeting. Six of these firms (3 ECC and 3 USC) are located outside of Quebec. Five firms (4 FCQ and 1 ForFrQ) use only French, and one FCQ firm assigns equal importance to both languages.

In an effort to measure adaptation to the other language if there are shareholders of that mother tongue present at the meeting (it is unlikely the effort would be made if this were not so), we also asked firms to report whether their practice was to conduct the meeting mainly in one language, but include a short presentation in the other. The table shows that five firms (3 ECQ, 1 ForFrQ and 1 UKQ) conduct the meeting principally in English with a short presentation in French, and one FCQ firm follows the opposite practice. Questions from the floor (if they arise) are usually answered in the language in which they are put.

TABLE 3.8.2

(41 Large Firms)

SHAREHOLDER RELATIONS

ANNUAL SHAREHOLDERS' MEETING

(Language Used in Conducting Meeting)

Language	Ownership-Location Type							
	<u>FCQ</u>	<u>ECQ</u>	<u>ECC</u>	<u>ForFrQ</u>	<u>UKQ</u>	<u>USQ</u>	<u>USC</u>	<u>TOTAL</u>
	-----Number of Firms-----							
English Only	-	8	3	1	4	6	3	25
Mainly English	-	3	-	1	1	-	-	5
English and French Equally	1	-	-	-	-	-	-	1
Mainly French	1	-	-	-	-	-	-	1
French Only	<u>4</u>	<u>-</u>	<u>-</u>	<u>1</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>5</u>
TOTAL	<u>6</u>	<u>11</u>	<u>3</u>	<u>3</u>	<u>5</u>	<u>6</u>	<u>3</u>	<u>37</u>

3.8.3 Share Certificates

Table 3.8.3 shows that, of the 38 firms able to reply to our question regarding the language in which share certificates are printed, 27 use only English, two use only French, eight combine English and French texts on a common certificate, and one offers separate French or English versions.

One FCQ firm is among those offering certificates in English, only. Two other FCQ firms use only French, and three use both English and French on the same certificate. Among ForFrQ firms, three use only English and one offers bilingual share certificates. The quite widespread use of English, either alone or combined with French, by French-language firms is interesting. To an extent, there may be advantages in cost and convenience in using certificates printed only in English, but these would be minor. It is unlikely that the language used in printing share certificates would have any effect in attracting shareholders whose mother tongue is opposite to that of ownership.

All ECC, USQ and USC firms use only English. In firms of other ownership-location types, the proportion offering bilingual certificates is 2 in 11 for ECQ, 2 in 5 for UKQ, 1 in 4 for ForFrQ and 3 in 6 for FCQ.

In summary, and remembering the caution with which we must interpret the figures, we note that bilingualism is quite prevalent in annual reports, while English is dominant in share certificates. In annual shareholders' meetings, the language used tends to be the language of ownership and bilingualism is much less prevalent here than in the selection of directors and officers of the corporation (discussed in Sections 3.3 and 3.4).

TABLE 3.8.3

(41 Large Firms)

SHAREHOLDER RELATIONS

SHARE CERTIFICATES

(Language Used in Printing)

Language	Ownership-Location Type							TOTAL
	<u>FCQ</u>	<u>ECQ</u>	<u>ECC</u>	<u>ForFrQ</u>	<u>UKQ</u>	<u>USQ</u>	<u>USC</u>	
	-----Number of Firms-----							
English Only	1	8	3	3	3	6	3	27
French Only	2	-	-	-	-	-	-	2
English and French (separate certificates)	-	1	-	-	-	-	-	1
English and French (combined in same certificate)	3	2	-	1	2	-	-	8
	—	—	—	—	—	—	—	—
TOTAL	6	11	3	4	5	6	3	38
	—	—	—	—	—	—	—	—

